



Performance Reports/Decorations Guide

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Distribution: L

This publication implements AFPD 36-24, *Military Evaluations*, and AFPD 36-28, *Awards and Decorations Program*. This publication provides guidelines of submissions on performance reports, recommendation forms, decorations, and award programs.

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Enlisted Performance Report

There are few things that contribute more to maintaining a quality-enlisted corps than clear and correct documentation of individual performance. The Enlisted Performance Report (EPR) is the primary vehicle for doing this; it is the tool used to evaluate performance, promote the right people, and assign them where they'll help us the most. Writing effective EPRs comes down to one thing--using words that paint an accurate picture in the mind of the reader. With EPRs, that means helping the reader "see" the performance of the individual you are writing about. The more animated and the distinct words, the better chance the EPR has of "coming to life" in the mind of the reader. EPRs are read by personnel managers, supervisors, and commanders, as well as reviewed by senior NCO promotion board members. Key decisions about an individual's career are derived from information in the EPR. With this in mind, it pays to carefully construct EPRs so they communicate effectively in a varied audience over time. Well-written EPRs make clear exactly what the individual did to make the organization better--a powerful statement of one individual's impact on mission accomplishment.

Since performance reports are the only means through which supervisors communicate and identify their top performers and clearly document outstanding efforts, our goal is to provide supervisors with guidance on how to write effective EPRs. This guide is not a replacement for AFI 36-2403, The Enlisted Evaluation System (EES). Rather, it offers suggestions for preparing effectively written reports, highlighting and illustrating both good and weak techniques when it comes to writing EPRs. It is not intended to be a menu to pick and choose from, but should provide insight into what type of comments are effective in communicating an individual's performance and potential.

Additional information about the Enlisted Evaluation System (EES) may be obtained on the AFPC Home Page of the World Wide Web (WWW) at <http://www.afpc.af.mil>.

Helpful Hints

Do's

1. Emphasize the value of performance feedback—not only in the context of compliance with the Enlisted Evaluation System, but also as a primary means of enhancing the career path of the ratee. Focus on observable, job-specific performance. The ratee must know what is expected and what areas need improvement. There should never be any surprises when the report becomes final.
2. Write reports in reverse order. Save the most important achievements for inclusion by an indorsing official. Put some of the most important, hard-hitting comments in the indorser's comments. For example, if you have facts concerning wing level awards/recognition, save them for the wing commander. Then write the rater's comments and finish with the rater's comments. Remember that indorsers are usually higher in the organizational chain and now must be personally aware of specific accomplishments of the ratee. Tailor comments appropriate to the level of command, reflecting the concerns of the indorser. When you write a bullet ensure that it provides an answer to the following:
 - What was done
 - How well was it done
 - What was the result
3. Write timely, accurate reports that reflect enthusiastic support for a quality member.
4. Begin your bullets with strong, action-oriented words; for example: created, devised, established, organized/published. If possible, use all available space.
5. Focus on results, not just activity. Use specific examples to demonstrate impact of actions.
 - Activity
 - Results
6. Remember promotion recommendations are allowed and encouraged, along with off-duty education, PME, and other areas of personal development.
7. Wing Due dates for EPR/OPR are as follows:
 - 30 days before closeout for all SRI
8. Use the first as introductory with stratification and a closure line with recommendation. Remember, every profession has it's own common language that's often not understood by those outside this profession

Don'ts

1. Don't use technical terms, acronyms, or jargon people will not understand. Use language anyone, regardless of position or AF specialty can understand.

2. Don't wait until the report is due to prepare the EPR. Well-written EPRs aren't written on the spur of the moment. Allow yourself time to edit the report several times to refine it.
3. For those individuals with potential for the next higher grade, avoid using coined or stock phrases like "One of my best," "Challenge with greater responsibilities," "Promote ahead of contemporaries," etc. These phrases are considered generic and could be used on just about anybody's EPR.

Evaluation of Performance (Section III):

Ensure markings reflect true word picture in the body of the EPR.

Promotion Recommendation (Section IV):

Markings should correspond with ratings in section III.

Rater's Comments (Section V):

The first and last lines of this section are the most important. Write from the bottom up. Place strongest and most important statement in the last line. One strategy is to use the first line to show how this member stacks up against his/her peers. The middle should then build toward the last line, where you provide an overall assessment, a recommendation for the person's next job. Use it judiciously! "My #1 MSgt out of 33" will send a very strong message. However, if you game the system by calling one your #1 and the next your best, you may send a negative signal. Stratify wisely!

The rater's comments should include significant awards and achievements. Write in bullet format. This is your evaluation of the person as a whole.

Important note: Don't compare outside your level. If you are a flight commander, only compare the ratee to others in your flight. The squadron commander can compare within the squadron; only the wing commander can say "best in the wing," and only CSAF can say "best in the Air Force." The exception would be if an individual won an AF-level award. In that case, you could say the person was the "Best (category) in the AF" based on the title of the award. Comparing outside your area of qualification dilutes your credibility as a rater. Don't bury PME, award winnings, etc., in the middle of the block.

NOTE: In your supervisory, you may rank an individual against those you have supervised as in "Best SMSgt I've worked with in my 21 years"

Additional Rater's Comments (Section VI) (AF Form 911 ONLY)

Additional raters use this section to support their rating decisions. If the rater's rater is the final evaluator, type in the indorser block "This Section Not Used" and initial the unused signature block.

If the additional rater agrees (marks the "concur" block) with the rater, then the additional rater provides information that adds meaning to the EPR and is compatible with the ratings in Sections III and IV.

If the additional rater disagrees (marks the “nonconcur” block) with the rater, then the additional rater must provide comments, including one or more specific reasons for disagreeing. The additional rater initials the blocks that they deem appropriate.

Reviewer’s Comments (Section VII):

The reviewer may be no higher in the organizational structure than the senior rater. The senior rater is 70IW/CC.

Place stratifying comments in first line of SR’s block. (eg. Top 5 %, #1 intel analyst, My #1 of 25 MSgts; SNCO of the Qtr, etc)

Bullet Examples

EPR - AF FORM 911 (MSgt and above)

Good Examples:

- Proactive leader...exemplary supervisor who led the best shop in the squadron
- All three of our trainees were fully qualified in minimum time; result...unprecedented customer service
- Continued to excel in all facets of his duties...capable & ready to be a SMSgt; SNCOA in residence a must!

Weak Examples:

- Established long term programs to improve support to our customers--our stockage and issue effectiveness ratings were consistently the high in ACC and in the Air Force throughout the year (*no potential??*)
- He has essentially eliminated situations where stock requisition is not in the pipeline for his customers (*WHAT??*)

OPENING COMMENTS: In writing good opening lines, you want to make sure you convey exceptional leadership and duty performance; hard-hitting facts and figures and include professional experience and potential to work at a higher level. Here are some examples of bullets that show those qualities.

Good Examples:

- Stellar performer and manager...MSgt Smith has produced exceptional results over the past year
- Established alliances between branches throughout the squadron--resulted in a 50% improvement in communications successes, leading to better service to our customers

- An excellent leader and trainer--inspired her branch to reduce our excess percentage to 35 percent, lowest in the history of this account—trained and motivated –produced results
- Superb results are the hallmark of this exceptional leader...motivated his branch and serviced the customer

Weak Examples:

- Aggressively devoted many hours of off-duty time to ensure the unit's training requirements were met *(could not do it during regular duty hours? – how many hours?)*
- Great, well-rounded individual; thrives on stress *(no experience, leadership??)*

CLOSING COMMENTS: When writing closing bullets, remember to include stratification. Show how the ratee stands out among peers. Highlight leadership abilities, duty performance, and recognition earned, showing impact on mission; promotion included.

Good Examples:

- Led her branch to new heights by providing supply support to the entire base mission...they improved key processes resulting in more repair parts for maintainers in virtually all areas
- Epitome of the professional SNCO; top 2 percent of my master sergeants; a must for SMSgt and SNCOA
- My # 1 SMSgt out of 100, my #1 in my wing/NAF, etc. Reward this hardworking person with another name, Chief!
- I've said it before, and I'll say it again, if you've got one set of stripes for Chief, XXXX has earned it!

Weak Examples: *Lacks impact with adjectives rather than facts and figures.*

- Produced the stats that made us one of the best in ACC. Promote *(What is his position amongst his peers?)*
- My #1 in terms of service before self *(no accomplishments?)*

Other tips:

- Where possible, stratify what number of total, (1 of __, Top 1%)
 - Use common sense when stratifying (i.e., Top 20% !)
 - Be honest with your stratification – don't get caught speeding
- Where push is warranted, ensure that appropriate comments are provided in both the rater and senior rater blocks
- Avoid use of fluff/filler statements
- When writing, use the first line to set the stage (grab attention) and stratify the individual

- Each subordinate line should tell a complete story in as few words as possible covering (1) what the person did, (2) how they did it, (3) impact and (4) result

- Last line is a closure statement with recommendation usually placed at the end of the line

CONCLUSION: This guide will assist in the preparation and processing of evaluations. It should be used in conjunction with AFI 36-2406, and the Tongue and Quill, June 1997. The POCs for EPRs/OPRs are servicing MPFs and 70 IW/CCEA, DSN 622-0070 or COMM 301-677-0070.

E-mail: portiah.leacock@ft-meade.af.mil (EPRs) and maria.lancaster@ft-meade.af.mil or anteevia.givens@ft-meade.af.mil (OPRs).

70 IW COMMON ERRORS IN EPRs/OPRs

1. Forward reports with indorsement filled in along with EPR shell, 70 IW/CC for senior rater indorsement form—due to 70 IW/CCEA NLT 7 days after closeout.
2. A late letter with a complete explanation must accompany reports after the due date. Blanket statements like “administrative oversight” or form letters are not acceptable.
3. The name in Section I, Identification Data, must be in all CAPS. Refer to AFI 36-2406, Table 3.2.
4. Information on the report must match what is on the shell. If it doesn’t match the report shell, you must provide the proper documentation or printout of PC-III update.
5. Per AFPC/Enlisted Policy Branch, reports must be re-dated with the actual date they are re-signed (not the date the report was first signed/dated). Refer to AFI 36-2406, paragraph 3.12.11.
6. Ensure signature blocks are consistent; (i.e., same use of country, “England” or “United Kingdom”). NOTE: Report must match the shell.
7. Verify correct usage of a dash; -- vs ---. Refer to Tongue and Quill, page 236.
8. Use correct form of an ellipsis, with no spaces before and after when used in text (...). Refer to Tongue and Quill page 239. Be consistent throughout the report
9. Use exclamation points sparingly. No other punctuation should be used to end a bullet statement.
10. Ensure consistent bullet alignment.
11. Take note of commas in a series. Tongue and Quill, page 231, states the Air Force’ preferred way is open punctuation. Whatever you choose, must be consistent.
12. Be careful with percentages. Example: Top 1% of 850 is 8.
13. Type wing identification as “70 IW” or “70th Intelligence Wing” when used in the text.
14. Spell out words when used the first time, with the abbreviation placed in () using all CAPS immediately after the spell-out. The abbreviation may then be used alone throughout the rest of the report.
15. Limit acronyms. When using acronyms, use ONLY those familiar Air Force-wide.
16. Use correct capitalization of Operations and Exercises; (i.e. Operation DESERT STORM, Exercise TANDUM THRUST). Actual name should be in all caps.
17. Operating Locations should list Block 8 as follows: EXAMPLE: OL-CX, 70th Intelligence Wing (ACC), Fort George G. Meade, Maryland

EPR CHECKLIST

ALL EPR PACKAGES SHOULD INCLUDE:

1. EPR (softcopy from 373 IG and 543 IG) 694 IG should provide hardcopy
2. EPR SHELL
3. 70 IW SRI Form
4. ANY PC-III UPDATE AS APPROPRIATE

Section I - Ratee Identification Data (all of the information in this section should be obtained from the EPR Shell):

Block 1: NAME - all caps

Block 2. SSN – from shell (new form automatically puts in dashes)

Block 3. Grade – from shell (new form automatically puts inappropriate case)

Block 4. DAFSC – from shell

Block 5. Organization, Command, Location – (91 Intelligence Squadron (ACC), Fort George G. Meade, Maryland)

Block 6a. PAS Code – from shell (FT0U with a zero versus FTOU)

Block 6b. SRID – 1C88J

Block 7. Period of Report – from shell

Block 8. No. Days Supervision – from shell

Block 9. Reason for Report – from shell

Section II - Job Description

Block 1. Duty Title - must match the EPR shell exactly (**if incorrect, update in PC-III and attach updated paperwork**)

- If acronym is used on the shell, spell out in this area (space permitting)

Block 2. Key Duties, Tasks, and Responsibilities:

- Although narrative or bullet format is correct, the preferred 70 IW format is for duty descriptions to be written in narrative format
- List major tasks in the job
- Quantify to the greatest extent possible
- Mention resources (\$\$\$) worked, number of personnel affected, program types
- Be specific but use clear, common terminology
- Limit additional duties to the top one or two and in all caps. (ADDITIONAL DUTIES: Equipment Custodian)

Section III - Evaluation of Performance

- Use Formflow to mark the block automatically.

Section IV - Promotion Recommendation

- Use Formflow to mark the block automatically.

Section V - Rater's Comments

- Use bullet statements; incomplete sentences beginning with a verb, no periods
 - WHAT the individual did
 - HOW it was accomplished
 - RESULTS/IMPACT of the action
 - Should be in past tense
 - Start bullets one space after dash
 - Start 2nd line of a bullet under the first letter of the previous line
 - No three line bullets
 - Use sub-bullets to expand on single bullet impact line (no more than two sub-bullets)
- Too much "white space" can send a negative message
- Avoid superfluous punctuation and do not capitalize whole words, bold print, or italicize
- When using dashes within bullets, use two with no spaces between dashes and the words; when using ellipsis, use three with no spaces between

EPR CHECKLIST CONT.

- This is the heart of the report--state ratee's specific role; did they orchestrate efforts of others; how many people; how many systems; values at \$?; how did the mission benefit from improvements; completed on time, ahead of time? Search for the impact! A well-written report is all muscle--no fat/fluff. Ideally, each major action/impact should be captured on a single line
- Comments must be compatible with ratings in blocks III & IV
- Finish with a strong bullet!
- Do not sign before close-out date

Performance Feedback Accomplished Dates

- Enter the date the most recent feedback session was conducted
 - If ratee should have received feedback, but did not, give an honest plausible reasons why.
- If no feedback was required, enter N/A

Section VI/VII – Additional Rater's Comments/Reviewer's Comments

- Opening line is critical--open with a 2-4 word punch! Follow immediately with a strong accomplishment
- You may use "impact mission" bullets or "job description" statements, but do not repeat verbatim--amplify
- Make each line count--combine small bullets to fill out each line
- Closing line is critical--summarize leadership or communication skills, assessment of future potential, assignment recommendation, appropriate level of PME, and PME recommendation
- Ensure the Concur/Nonconcur block(s) are X'd
- If the Additional rater is the final evaluator, type: **THIS SECTION NOT USED.**
- Do not sign before close-out date.

Signature Block Sections (See example below)

- Ensure the date is handwritten and that it is on or after the closeout date
- Enter the SSN (enter last 4 digits of the SSN)
- Ensure it is signed in ink

**JOHN B. DOE, Capt, USAF
22d Intelligence Squadron (ACC)
Fort George G. Meade, Maryland
(only "Colonel" is spelled out)**

- If commander signed as evaluator/rater, just type N/A in signature block (not necessary to have the commander sign again)

Section VIII - Final Evaluator's Position

- Use Formflow to mark the block automatically

Section IX - Time In-Grade Eligible

- If eligible, - Use Formflow to mark the block automatically.
- For a CMSgt, or CMSgt select, type N/A

SAMPLE SIGNATURE BLOCKS:

70 IW/CC

JAMES O. POSS, Colonel, USAF
70th Intelligence Wing (ACC)
Fort George G. Meade, Maryland

Commander
4130

70 IW/CV

COLTON MCKETHAN, Colonel, USAF
70th Intelligence Wing (ACC)
Fort George G. Meade, Maryland

Vice Commander
6881

Completed EPRs:

- CCEA will forward the signed original EPR to the members servicing MPF to be updated in MILMOD and sent to AFPC to be filed in the member's record.
- CCEA will send a email to the groups (373 IG, 543 IG and 694 IG) informing them that the EPR is complete.
If the groups need a copy of the EPR, they should contact their servicing MPF.
- CCEA will update spreadsheet to reflect final status, then file in folder.

SAMPLE ACTION VERBS

Acquired	Established	Procured
Activated	Estimated	Produced
Administered	Executed	Programmed
Advised	Expanded	Proved
Analyzed	Expedited	Promoted
Anticipated	Extracted	Provided
Appointed	Forecasted	Published
Appraised	Formed	Purchased
Approved	Framed	Recommended
Arranged	Hired	Recruited
Assessed	Improved	Redesigned
Audited	Increased	Reduced
Augmented	Initiated	Rejected
Averted	Instigated	Regulated
Avoided	Inspected	Related
Bought	Instructed	Renegotiated
Built	Interpreted	Reorganized
Captured	Interviewed	Reported
Centralized	Introduced	Researched
Conceived	Invented	Resolved
Commanded	Investigated	Reviewed
Converted	Launched	Revised
Corrected	Led	Revitalized
Controlled	Liquidated	Saved
Created	Localized	Scheduled
Cultivated	Located	Selected
Counseled	Maintained	Settled
Decreased	Managed	Simplified
Decentralized	Marketed	Sold
Defined	Minimized	Solved
Demonstrated	Modernized	Standardized
Designed	Monitored	Stimulated
Determined	Negotiated	Studied
Developed	Obtained	Supervised
Devised	Operated	Supported
Directed	Organized	Surveyed
Documented	Originated	Taught
Doubled	Performed	Terminated
Edited	Pioneered	Tested
Employed	Planned	Tightened
Enforced	Prevented	Traded
Engineered	Processed	

VIVID DESCRIPTIONS

Expertly crafted	Shrewd leadership	Performed brilliantly
Superb assessment	Without peer	Pivotal contributor
Sole architect	Firestarter	Top-notch
Jump started	Inspirational leadership	Energized
Keenly adept	Masterfully orchestrated	Totally dominated
Artfully blended	Critical influence	Unsurpassed excellence
My very best	Results are the hallmark	Significantly outperformed
100% accurate	Unbounded potential	Truly superb
My number one	There is no better	Does it all
Well-rounded	Unique expertise	Absolutely first-rate
Flawlessly performed	Spearheaded	Continuously surpasses
Innovativeness	Constantly amazes	Clearly superior
The obvious choice	Brought to life	Diligent efforts
Extremely able or capable	Hard charging	Multitalented
There is no other	Outstanding initiative	Rapidly mastered
Invaluable contributions	Best I've ever seen	Premier leadership
Remarkable transformation	Miraculously recovered	Dynamic and makes a difference
Exemplary performance	Outshines peers	Extraordinarily capable

1 Word

battlestaff
fundraiser
handpicked
linchpin
multiwords
nationwide
noncommissioned
topnotch
warfighter
workcenter
worldwide
downlink
kickoff

2 Words

first ever
in residence
on target
on time
ops tempo (lowercase)
point man
work force

Hyphenated

after-hours
community-wide
corporate-level
Dining-In
Dining-Out
front-running
real-time
real-world
mission-focused
single-handedly
hand-selected
high-energy
high-level
in-residence
joint-service
long-term
man-hours
mission-focused
mission-oriented
mouse-click
national-level
national-tactical integration
on-site
people-minded
theater-level
time-in training
top-level
web-based
wing-wide
work-arounds

Preferred way

SNCO vs Senior NCO

Either way – just stay consistent

9/11 or 11 Sep
standup or stand-up

Ellipses: Consistency is the key. Space before and space after has been the rule.

Senior Rater Checklist: Must be included with all EPRs

Late Letters: Must be included in all reports if not received by suspense regardless of endorsement level

Duty Title and RIPS: RIPS are needed for all reports regardless of who is endorsing. Duty title must match RIP or include change made through proper channel.

SAMPLE

SENIOR ENLISTED PERFORMANCE REPORT (MSGT thru CMSGT)			
I. RATEE IDENTIFICATION DATA (Read AF 105-2401 carefully before completing any item)			
1. NAME (Last, First, Middle Initial) DOE, JAMES T.	2. SSN 123-45-6789	3. GRADE SMSGT	4. DA/SC 2E291
5. ORGANIZATION, COMMAND, AND LOCATION 70th Intelligence Wing (ACC) Fort George G. Meade, Maryland		6a. PAS CODE FT0UFBJK	6b. SNO 1C88J
7. PERIOD OF REPORT From 5 Apr 2000 To 4 Apr 2001		8. NO. DAYS SUPERVISION 365	9. REASON FOR REPORT Annual
II. JOB DESCRIPTION			
1. DUTY TITLE Superintendent			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES Supervises 21 personnel. Responsible for the effective management of 13 facilities, 19 vehicles, and a munitions account valued more than \$110 million. Ensures capability to receipt, inspect, store, and perform organizational and intermediate maintenance on over 270 line items. Provides guidance and establishes training standards required for the effective planning and scheduling of all munitions functions supporting operational and contingency requirements. Ensures the timely accomplishment of all Time Compliance Technical Orders. Establishes accountability procedures for all aircraft training munitions. Writes the Munitions Employment Plan. Enforces safety and supply discipline.			
III. EVALUATION OF PERFORMANCE			
1. DUTY PERFORMANCE (Consider quality, quantity, and timeliness of duties performed)			
<input type="checkbox"/> Ineffective: An unprofessional performer.	<input type="checkbox"/> Good performer: Performs routine duties satisfactorily.	<input type="checkbox"/> Excellent performer: Consistently produces high quality work.	<input checked="" type="checkbox"/> The exception: Absolutely superior in all areas.
2. JOB KNOWLEDGE (Consider whether ratee has technical expertise and is able to apply the knowledge)			
<input type="checkbox"/> Lacking: Needs considerable improvement.	<input type="checkbox"/> Satisfactory: Does job competently.	<input type="checkbox"/> Extensive knowledge of all primary duties and related positions.	<input checked="" type="checkbox"/> Expert in knowledge of all related positions. Mastered all duties.
3. LEADERSHIP (Consider whether ratee motivates peers in subordinates, maintains discipline, sets and enforces standards, motivates subordinates fairly and consistently, plans and organizes work, and fosters teamwork)			
<input type="checkbox"/> Ineffective.	<input type="checkbox"/> Gets satisfactory results.	<input type="checkbox"/> Highly effective leader.	<input checked="" type="checkbox"/> Exceptionally effective leader.
4. MANAGERIAL SKILLS (Consider how well ratee uses time and resources)			
<input type="checkbox"/> Ineffective.	<input type="checkbox"/> Manages resources in a satisfactory manner.	<input type="checkbox"/> Skillful and competent.	<input checked="" type="checkbox"/> Dynamic, capitalizes on all opportunities.
5. JUDGEMENT (Consider how well ratee evaluates situations and reaches logical conclusions)			
<input type="checkbox"/> Poor.	<input type="checkbox"/> Sound.	<input type="checkbox"/> Emphasizes logic and decision-making.	<input checked="" type="checkbox"/> Highly respected and valued.
6. PROFESSIONAL QUALITIES (Consider ratee's dedication and preservation of traditional military values - integrity and loyalty)			
<input type="checkbox"/> Unprofessional: unreliable.	<input type="checkbox"/> Meets expectations.	<input type="checkbox"/> Sets an example for others to follow.	<input checked="" type="checkbox"/> Exemplifies the Air Force professional.
7. COMMUNICATION SKILLS (Consider ratee's ability to organize and express ideas)			
<input type="checkbox"/> Unable to communicate effectively.	<input type="checkbox"/> Organizes and expresses thoughts satisfactorily.	<input type="checkbox"/> Organizes and expresses ideas clearly and concisely.	<input checked="" type="checkbox"/> Highly skilled writer and communicator.

AF FORM 911, 20030601 (EF-V2)

PREVIOUS EDITIONS ARE OBSOLETE.

FOR OFFICIAL USE ONLY (When filled in)

IV. PROMOTION RECOMMENDATION				RATER NAME: DOE, JAMES T.	
RECOMMENDATION	NOT RECOMMENDED	NOT RECOMMENDED AT THIS TIME	CONSIDER	READY	IMMEDIATE PROMOTION
PRIMARY RECOMMENDATION	1	2	3	4	<input checked="" type="checkbox"/>
ADDITIONAL RATER'S RECOMMENDATION	1	2	3	4	<input checked="" type="checkbox"/>

V. RATER'S COMMENTS

- Workhorse! Successfully staffed, wrote, or investigated 155 informal complaints, 35 formal complaints, 35 Congressionals, 5 High-Level Inquiries, and 10 Fraud, Waste, and Abuse disclosures

- Catalyst and expert who reorganized Luke AFB's IG shop from a Vice Wing Commander billet to a separate entity run by a full-time IG--customers' concerns are now handled more expeditiously

- Developed a spread-the-word briefing on IG roles and responsibilities. Presented over 20 times to 56 FW groups and sections such as Airman Leadership School and Squadron Commander Calls

- Rapid response and a well-advertised complaint system resulted in a 200 percent increase of informal complaints and a dramatic 400 percent drop in time-consuming, labor-intensive formal complaints

- Keen! Created step-by-step instructions used by investigating officers on how to conduct an investigation plus a checklist for quality review. Unsurpassed clarity and outstanding Quality Control

- Synchronized with higher command--HQ XXX/IG used inputs and suggestions from MSgt Doe for both setting up the new IG concept of operations and examples of her program for command-wide use

- MSgt Doe has proven to be the ultimate team player and a superb leader--promote now!

Last performance feedback was accomplished on: 1 Jan 2001 *(Consult with the director in AFJ 30-240. If not accomplished, state the reason. For evaluator identification blocks, enter only the last four numbers of SSB.)*

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION NAME N. CAPS, Maj, USAF 694th Intelligence Squadron (ACC) Fort George G. Meade, Maryland	DUTY TITLE Commander	DATE
SSN XXXX	SIGNATURE	

VI. ADDITIONAL RATER'S COMMENTS

☒ CONCLUR ☐ NONCONCLUR

- Best Senior NCO I've encountered--a master communicator--brilliantly articulated wing policy letters on tough issues like enlisted early separations, Palace Chase applications, and enlisted PME

- Skillfully managed the FY97 Early Retirement Program--immediately identified eligibles and coordinated mass briefings to distribute information and answer important questions--customers first

- Meticulously led a tenacious team of local professionals through SAVs of all base orderly rooms

- Identified key improvement areas--lauded by commanders for recommendations--promote now!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION NAME N. CAPS, Lt Col, USAF 70th Intelligence Wing (ACC) Fort George G. Meade, Maryland	DUTY TITLE Vice Commander	DATE
SSN XXXX	SIGNATURE	

VII. REVIEWER'S COMMENTS

☒ CONCLUR ☐ NONCONCLUR

- Without a doubt, my top rising star ... I'm impressed daily with his leadership and brilliant performance

- Exceptionally effective--uncovered disparities in the base READY Program ... brought together 11 users and 17 suppliers--cut through the red tape, developed taskings and impressed the inspectors

- Key to the 694 IG and 70 IW "Excellent" ratings during the QAFA--his readiness leadership was crucial

- If I had only one CMSGT stripe to give this year it would go to this amazing talented SNCO--promote!

NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION NAME N. CAPS, Colonel, USAF 70th Intelligence Wing (ACC) Fort George G. Meade, Maryland	DUTY TITLE Commander	DATE
SSN XXXX	SIGNATURE	

VIII. FINAL EVALUATOR'S POSITION	IX. TIME-IN GRADE ELIGIBLE	X. COMMANDER'S REVIEW
<input checked="" type="checkbox"/> SENIOR RATER	<i>(N/A for CMSgt or CMSgt collection)</i>	<input type="checkbox"/> CONCLUR <input type="checkbox"/> NONCONCLUR (Attach AF Form 70)
<input type="checkbox"/> SENIOR RATER'S DEPUTY		SIGNATURE
<input type="checkbox"/> INTERMEDIATE (SRL)	<input checked="" type="checkbox"/> YES	
<input type="checkbox"/> LOWER LEVEL	<input type="checkbox"/> NO	

AF FORM 811, 20000601 (REVERSE) (EF-V2)

FOR OFFICIAL USE ONLY (When filled in)

70 Intelligence Wing
Senior Rater Indorsement Worksheet

Rates Rank and Name: _____

Date of Rank: _____

Weight Management: Yes/No

Unfavorable Information File: Yes/No

Last EPR Indorsement Level: Senior Rater/Senior Rater Deputy/Intermediate Level
Lower Level

Senior NCO Academy: Yes/No
Correspondence/In-Residence

Group CC Comments

One Page Guide for Writing SNCO EPRs

- Blocks I is predetermined, based upon the rating chain and unit of assignment at the close out date - Block II is written in present tense prose, with s/he being the implied subject for all sentences.
- Blocks IV, V, and VI are written in bullets. These bullets should either have two clauses (an action clause and an impact clause), or an opening descriptor (e.g. "Superb leader") followed by the action and impact clauses. Occasionally the action clause is written as a primary bullet (with or without an opening descriptor) followed by an impact sub-bullet.

Hints: With rare exception there should not be more than one sub-bullet attached to any primary bullet. With rare exception, each line should be a primary bullet or sub-bullet, avoid wrap-arounds. Fill out the line as completely as possible, over four spaces may be excessive "white space". Avoid using acronyms that are not universal to the Air Force, instead provide a description (e.g. NTI is not well understood outside of this wing, let alone by pilots, maintainers, etc.)

Avoid using names of operations, instead describe the operation for the reader 5 years from now (e.g. few readily recall Operation ALLIED FORCE, but most remember the Kosovo War). Opening line should include stratification (more important in block VII) (e.g. top 5% of xxx SNCOs, top 10 of xxx MSgts).

At least one line in each block should focus on leadership.



OFFICER PERFORMANCE REPORTS

OFFICER PERFORMANCE REPORTS

ALL OPR PACKAGES SHOULD INCLUDE:

1. OPR (softcopy from 373 IG and 543 IG) 694 IG please provide hardcopy OPRs (except Lt Col and above we need hardcopy and softcopy to forward to AIA for review)
2. OPR SHELL
3. Copies of PC-III updates as appropriate
4. Push note from the SQ/CC and GP/CC

Section I - Ratee Identification Data (all of the information in this section should be obtained from the OPR Shell):

- Block 1: Name - all caps
- Block 2. SSN – from shell (new form automatically puts in dashes)
- Block 3. Grade – from shell (new form automatically puts in appropriate case)
- Block 4. DAFSC – from shell
- Block 5. Period of Report – from shell
- Block 6. No. Days Supervision – from shell
- Block 7. Reason for Report – from shell
- Block 8. Organization, Command, Location – (e.g. 32d Intelligence Squadron (ACC), Fort George G. Meade, Maryland)
- Block 9. PAS Code - all caps (FT0U with a zero vs FTOU)

Section II - Unit Mission Description

- Use the approved unit mission description for your squadron
- Must be narrative format

Section III - Job Description

Block 1. Duty Title - must match the OPR shell exactly (**if incorrect, update in PC-III attach updated paperwork**)

- If acronym is used on the shell, spell out in this area (space permitting)
- Block 2. Key Duties, Tasks, and Responsibilities:
 - Use narrative format--short, hard hitting and to the point
 - List major tasks in the job
 - Quantify to the greatest extent possible
 - Mention resources (\$\$\$) worked, number of personnel affected, program types
 - Be specific but use clear, common terminology
 - Limit additional duties to the top one or two

Section IV - Impact on Mission Accomplishment

- Promotion comments are **prohibited**
 - Promotion recommendations are any comments, either direct or implied, that refer to a higher grade
 - You may use recommendations for a particular assignment, or retention
- Term "senior" is specifically prohibited--refers to colonels or general officers
- Use bullet statements; incomplete sentences beginning with a verb, no periods
 - WHAT the individual did
 - HOW it was accomplished
 - RESULTS/IMPACT of the action
 - Start bullets one space after dash
 - Start 2nd line of a bullet under the first letter of the previous line
 - No three line bullets
 - Use sub-bullets to expand on single bullet impact line (no more than two sub-bullets)
- **If you leave "white spaces" be advised it can send a negative message**
- When using dashes within bullets, use two with no spaces between dashes and the words; when using ellipsis, use three with no spaces between
- This is the heart of the report--state ratee's specific role; did they orchestrate efforts of others; how many people; how many systems; values at \$?; how did the mission benefit from

improvements; completed on time, ahead of time? Search for the impact! A well-written report is all muscle--no fat/fluff. Ideally, each major action/impact should be captured on a single line

Section V - Performance Factors

- Use Formflow to mark the block automatically

Section VI - Rater Overall Assessment

- Opening line is critical--open with a HOOK (2-4 word punch) Follow immediately with a stratification.
- You may use "impact mission" bullets or "job description" statements, but do not repeat verbatim--amplify
- Closing line is critical--summarize leadership or communication skills, assessment of future potential, assignment recommendation, appropriate level of PME, and PME recommendation

Last Performance Feedback Accomplished Date

- Indicate date last performance feedback was accomplished
 - If not accomplished, enter reason why under date line
- Date of performance feedback has to be within the dates of the report, and after the date of supervision

Section VII - Additional Rater Overall Assessment

- Make each line count! Combine small bullets to fill out each line
- Opening is just as critical as the Rater's stratification
- Closing line is the other critical element. Close with a summary of leadership or communication skills, assessment of future potential, assignment and/or level school recommendations. Should be hard hitting, stand-alone, accomplishment/impact bullets!
- Use Formflow to mark the block automatically

Section VIII - Reviewer

- Use Formflow to mark the block automatically
- If the reviewer is also the rater or additional rater. Place comments in section VI or VII, as appropriate, depending on whether the reviewer is also the rater or additional rater. Do not place comments in section VIII

Signature Block Sections

- The duty title should be initial caps
- Ensure the date is handwritten or typed and that it is on or after the closeout date
- Enter the SSN (NOTE: Enter the last 4 digits of the SSN only)
- Ensure it is signed in ink
(i.e.)

JAMES O POSS, Colonel, USAF
70th Intelligence Wing (ACC)
Fort George G. Meade, Maryland

Commander
4130

Completed OPRS

- CCEA will forward the signed original OPR to the members servicing MPF to be updated in MILMOD and sent to AFPC to be filed in the member's records
- CCEA will send an e-mail to the group(s) (373 IG, 543 IG and 694 IG) informing them that the OPR is complete. If the groups need a copy of the OPR, they should contact their servicing MPF

The following forms are used in the OES process:

AF Form 724, Performance Feedback Worksheet (PFW)

724A is for major - colonel (version 1)

724B is for lieutenant - captain (version 1)

AF Form 707A [version 3], Field Grade Officer Performance Report (OPR)

AF Form 707B [version 3], Company Grade Officer Performance Report (OPR)

The purpose of the OPR is to record the evaluation of an officer's performance over a specific period. OPRs provide a permanent, long-term record of an officer's performance and potential based upon their performance.

Writing Tips:

- ❖ The OPR must clearly illustrate both abilities and potential
- ❖ The focus should be an accurate assessment of performance and recommendation for the next level of responsibility
- ❖ Record performance in dynamic terms - Instead of "proficient," use "undisputed expert"
- ❖ Focus on results, not just activity - Instead of ... "improved turnaround time," use "increased sortie rates by 12% and saved \$30,000/month"
- ❖ Use terms understood across the Air Force
- ❖ Focus on primary duty performance rather than additional duties
- ❖ Save impact bullets for last... "DG SOS," "Company Grade Officer of the Year," etc.

The keys to a well-written performance report are clarity, action, and tone. Clarity ensures the readers understand what the writer meant. Action keeps the focus on what the ratee did, and tone conveys how much the author values the ratee's contributions. Follow a simple, logical progression in each bullet statement. The most common and successful pattern is: What the ratee did, how the ratee did it, and the impact of that action.

Finer Points for Clarity

- ❖ Use the simplest terms possible to describe your unit's mission and your people's accomplishments.
- ❖ Spell out full titles the first time they appear and include the acronym in parenthesis after it.
- ❖ Avoid ambiguous terms

- ❖ Present strong evidence for strong statements. Kudos like "Best in the Air Force" are credible only when backed up with facts like Air Force and DoD-level awards.
- ❖ Cut extraneous words; be specific. This sharpens the impact of your words and saves space. This shows impact and lends emphasis to your statements.
- ❖ Ask someone outside of your organization to read the report and give you their impression of it. If this reader understands it, chances are board members will too.

The easiest way to emphasize the ratee's action is to write in active voice.

Passive/Active Examples:

Active - Single-handedly processed 350 claims in 3 weeks to quickly resettle Clark AB evacuees

Passive - 350 claims were processed by 2d Lt Sharp single-handedly in 3-week period, helping Clark AB evacuees to resettle quickly

Active - Developed database to provide previously unavailable customer requirement data - saves time!

Passive - Has developed a database that provides previously unavailable data for projecting customer requirements - an important aid in achieving effective utilization of man-hours!

Word Choice

Another factor in emphasizing action is your choice of verbs and descriptive words. Vivid verbs make your comments compelling. Bland verbs do not.

The same principle applies to the other characterizing words. Strong descriptive words leave a lasting impression with readers. Dull and monotonous accounts of what someone did give your reader the impression the person you're talking about is average at best. Differentiation is very important. There are appropriate times to use less impressive statements, but be sure you have made a conscious decision about the message you want to send. **See Section IV under miscellaneous for example of vivid descriptions, action/vivid verbs, and examples of strong versus bland adverbs/adjectives.**

Tone

Enthusiastic narratives convince readers the ratee is a valued contributor. Sedate reports do not. Writing in active voice helps convey a sense of enthusiasm because it emphasizes what the "doer," (the ratee) accomplished, but tone is primarily a matter of word choice and phrasing. The number and degree of superlatives, or the lack of them provides variations in tone, as do exclamation points and phrases set off by double bullets!

Helpful Hints

Do not cross the border from enthusiastic to trite or cute. Consider these examples:

"A walk-on-water kind of guy!"

(This says nothing relevant about the ratee's skills and may offend some people.)

"Firmly convinced he could nail Jell-O to the wall and make it stick if I asked him to!"

(Enthusiastic, but like the previous example, it does not provide credible documentation.)

Appearance Counts

- ❖ Misspellings, typos, badly smudged documents, and misaligned bullet statements give readers a poor impression.
- ❖ A minimalist approach can have a very dramatic impact, positive or negative.
 - ❖ Reports with large empty spaces stand out.
 - ❖ However bold, definitive statements supported by sufficient facts, will impress anyone who reads it
- ❖ Squeezing too much data into a block or manipulating the words simply to fill space also hurts a report.

Section II - Unit Mission Description describes the primary responsibilities of the unit. It is prepared and maintained by the unit and approved by the reviewer. The unit mission description is the same for every member in the unit. *(Limit this section to FOUR lines)*

Section III - Job Description is the ratee's duty title describing key duties, tasks, and the responsibilities which help put the ratee's performance in perspective. The purpose of the job description is to explain duties performed and the officer's level of responsibility. Don't make the mistake of underestimating the importance of this section of the OPR. This is your opportunity to put the importance of what your officer does into perspective with others in their peer group.

The following concepts will assist in preparing a strong job description:

This section is designed specifically for the rater to document performance unique to the officer's primary duties. Some promotion board members depend on this section of the OPR to provide the most telling information about the individual that they are evaluating. This is largely due to the OPR's design--here the rater documents the ratee's primary duty performance and how it contributed to, or detracted from, accomplishment of the unit mission. Since this section is limited to NINE lines, it is critical to choose words and phrases which are concise and action oriented. Answer the question, how important is this person to the mission of the unit? Show impact. When deciding what to write in this section, keep the following in mind - The rater

writes concise narrative comments in "bullet" format with no more than three lines per bullet. Use specific examples to demonstrate impact of actions.

- Begin your bullets with strong, action-oriented words.
- Don't use valuable space with lead-in titles for bullets.
- Use multiple examples to demonstrate impact and results.
- Don't reference personal or additional-duty achievements unless they're job related; they may send a strong negative signal.

Section V - Performance Factors: These six factors are qualities and skills required of all officers in the performance of their duties.

Section VI - Rater Overall Assessment: Rater comments on additional accomplishments related to the unit mission, assesses the potential based on performance, and makes other comments, explanations, and recommendations. The rater will include the date the last feedback session was performed or the reason(s) feedback was not performed.

Section VII - Additional Rater Overall Assessment: The additional rater has a broader perspective from which to compare overall performance and performance-based potential. The additional rater will mark concur or non-concur blocks.

Section VIII - Reviewer: The reviewer uses this section to indicate concurrence or non-concurrence with the additional rater's comments. Comments are entered only when the reviewer non-concurs with the additional rater or if the report is referral.

EXAMPLES OF GOOD IMPACT ON MISSION ACCOMPLISHMENT

IV. IMPACT ON MISSION ACCOMPLISHMENT

- Led implementation team for first new hands-on satellite training in AETC
 - Improved 22 checklists, 19 scenarios and standardization of instruction
 - Tested and implemented two new modules for the General Satellite Model simulator
- Enhanced management of curriculum development, producing higher quality courseware
 - Reduced manning in Curriculum Development Section by 40%, redefining responsibilities
 - Organized curriculum area instructor teams to develop and refine subject matter
- Initiated several efficiency measures that overcame a 3 month, 20% instructor shortage
 - Maintained quality instruction during a 25% student increase
 - Effective use of existing resources in UST-STAFF course resulted in validation
- Managed outstanding heating, ventilation and air conditioning HVAC program
 - Replaced 21 systems, increased reliability by 50%, and cut utility consumption 10%
 - Squadron won Clifton D. Wright Award for best HVAC system in HQ AETC
- Directed critical operational major overhaul of obsolete generator systems
 - Work completed with no interruption to flying training
 - Reliability increased by 60%; extended life of system another 10 years
- Proposed and implemented a unique civil engineering telephone action line
 - Reduced wing Action Line complaints by 50%

- Improved customer relations by reducing CE reaction time to satisfy complaints

EXAMPLES OF WEAK IMPACT ON MISSION ACCOMPLISHMENT

IV IMPACT ON MISSION ACCOMPLISHMENT

- Developed a dialysis capability for the medical readiness program for USAF Surgeon General
- Appointed to the Board of Directors of the South Texas Organ Bank
- Appointed Assistant Professor of Medicine at the Uniformed Services University
- Continued to develop protocols both locally, regionally and nationally in collaboration with other military and civilian investigators
- Remains one of the most productive investigators in the division
- Published original articles, reviews, and book chapters at a rate unsurpassed by any other service chief in this department

- Lacks impact. We know what this officer did but not how well he/she did it or how it impacted the mission.

- Selected as wing chief of flying safety in the wake of a complete office turnover less than 2 months before a command unit effectiveness inspection
 - Achieved an "Excellent" rating despite limited preparation time
- Enthusiasm and imagination sparked significant improvements in safety program
 - Totally renovated spot inspection program--is easier to implement and provides improved feedback to the users
 - Flying safety program overwhelmingly rated "excellent" to "outstanding" on student end-of-course critiques
- Cited on numerous student critiques as an exceptional pilot

- Many achievements but little or no impact on mission

EXAMPLES OF GOOD RATER'S ASSESSMENTS

- XXX is my best of four squadron supervisors--Ops Group Supervisor of the Quarter
 - Flight commander quality team member--devoted to enhancing the mission by improving supervision
 - Revamped squadron operations policies--clarified procedures and eliminated word-of-mouth directives
 - Innovative leader--hails each class as group; motivates through positive discipline--they consistently excel
- Truly outstanding instructor pilot (IP)--19 AF commander rated him commendable on no notice IP check, then commented, "We're privileged to have such talent teaching our fledgling aviators the ropes"
- Unflappable--engine compressor stall, international student in front seat--safely recovered aircraft

- Base CFC Project Officer; 185% of goal;\$365,000 raised; best effort in 3 years
- Dynamic supervisor--definitely in top 10% of my IPs; future tactical aviation leader--select for ISS

Relative ranking among peers

\$ Amounts all can relate to

VI. RATER OVERALL ASSESSMENT

- Solid gold performer! Ranks in top 10% of a select group of superstars (over 100 field graders)
- Superbly bridged 5-week gap between departure of previous commander and my arrival--it was seamless
- Terrific "people person"--brightens work environment; knows interpersonal dynamics and how to mold a team to get best results--effectively makes a small staff of 4 work like 10 or 15...to support over 800!
 - Tireless worker. Key to making over 100 DV visits, including 2 CSAF and 1 CJCS, smooth as silk
- Priceless during civilian furlough; loss of key staff was transparent, despite multiple high-level DV visits
- The #1 writer at ACSC--of over 150 field graders; as good as any I've seen in my 24 years
- My right hand...my right arm. I depend on his insight and advice every day. Perfect sounding board
- Bright, bright future ahead! Make him a squadron commander now, then straight to Air War College

- *Relative ranking, descriptive, tells how well he did*

- In 18 years, the top officer I supervised; organization and professionalism are his trademarks
 - Given a problem he gets immediate results; developed quick reference scholarship fact sheets
- Selected as the Northwest Region Company Grade Officer of the Quarter--third quarter 1994
- Always eager to help; he received a letter of appreciation from the Dean of Admissions for his valuable insights while participating in their forum, Strategy for Diversification Enrollment
- Because of his efforts, AFROTC had an entry in the 1994 Homecoming Parade, resulting in positive exposure for the program while motivating cadets, who are already planning next year's entry
- Coordinated Army/Air Force participation in the local military affairs committee--enhancing jointness
- My top officer. A leader, a role model, and a professional. Send to ACSC without fail!

- *Highlights recognition and earned Super "PUSH" line*

VII. ADDITIONAL RATER OVERALL ASSESSMENT

- Capt Doe is the 12 FTW Outstanding Company Grade Officer of the Year
- Superb leadership results: 19 AF Outstanding Passenger Service Operation of the Year
 - Total Quality Management program produced significant improvements in service
- MAJCOM's best--selected as AETC Company Grade Transportation Officer of the Year
- Capt Doe has clearly demonstrated the potential for command; ISS in residence is a must

- Good emphasis on recognition-conveys exceptional leadership and duty performance
- Bullets are concise, with hard-hitting facts

VEILED PROMOTION STATEMENTS

As a general rule, prohibited promotion statements are any comments comparing an individual to officers of higher rank, or alluding to a higher ranking position. All such comments are prohibited. The term "senior" is specifically prohibited since it is commonly used when referring to colonels or general officers.

While it is impossible for us to provide an all-inclusive list of prohibited statements, some examples we found are:

- "Lt Col ____ is senior officer material." (The term "senior" is reserved for colonel and above)
- "Capt ____ has excelled in a major's billet." (Refers to a rank higher than the one the individual currently holds.)
- "Major ____ should be a group commander now." (Recommends the individual for a position two grades higher than the ratee-not normal progression.)
- "Capt ____ is ready for our toughest field grade jobs." (Compares a company grade officer with higher ranking (field grade) officers.)
- "Already performing above her current position." (Refers to higher grade.)

While promotion statements are prohibited, an evaluator may make recommendations to select officers for a particular assignment, PME, augmentation, continuation, or conditional reserve status (IAW AFI 36-2402, Figure 3.2, line 17). There is a fine line between an assignment recommendation and an implied promotion statement. When making an assignment recommendation, there may be no reference to a higher grade. The reference must be consistent with the officer's appropriate professional career progression; this includes command recommendation.

Some acceptable examples are:

- "Make Capt ____ an MPF Chief." (Appropriate next level of progression)
- "Send Major ____ to SSS." (Appropriate PME progression)
- "Make him an Ops Group Commander." (On a Lt Col OPR)
- "After SSS, assign to Air Staff." (Appropriate PME with follow-on assignment)

Examples of unacceptable statements are:

- "Make Lt ____ an MSS Commander." (Inappropriate next level of progression)
- "Send Capt ____ to ISS after selection to major." (Reference to ISS is appropriate, but cannot imply promotion by saying "After selection to major")
- "Senior Service School in '95, Group Commander in '96, Wing Commander in '98." (Goes beyond the scope of the next assignment)

Broad-reaching statements should be avoided unless the rater has the experience/knowledge to support that claim. For example, instead of saying "Number one maintenance officer in the Air Force" a more appropriate and realistic comment might be to say "My top captain" or "The best transportation officer I've worked with in my 22 years in the Air Force." One of the responsibilities of the reviewer (outlined in AFI 36-2402, para 3.3.3) is to ensure OPRs are accurate, unbiased, and uninflated. He/she should return any reports not meeting these guidelines to the rater and additional rater for reconsideration.

An OPR that contains one of the following ratings is a referral report:

Any performance factors in Section V marked "Does Not Meet Standards." Any comments in the OPR that refer to behavior incompatible with minimum standards of personal conduct, character, integrity, or misrepresentation of facts in official statement or documents, serious mismanagement of personal or government affairs, unsatisfactory progress in the Weight Management Program or Fitness Improvement Training Program, confirmed incidents of discrimination or mistreatment, illegal use or possession of drugs, AWOL, etc.

If the OPR is referral:

EXPLAIN THE INCIDENT - Do not use comments such as "Due to a recent off-duty incident, this officer's potential is limited"--this is not a sufficient statement. Fully explain the behavior of the incident. If there is any question whether the report is referral, it should be referred. The final decision of whether or not to refer the OPR is up to the evaluators and the ratee's unit commander.

Who Refers a Report: Any evaluator whose ratings or comments cause the report to be referral.

Processing a Referral OPR: (Referring Evaluator):

- Hand delivers a copy of the report with letter to the ratee. Documents ratee receipt; the ratee must acknowledge receipt of the hand-delivered referral letter. If the ratee is geographically separated, send the referral report with letter to the ratee by certified mail with a return receipt.
- Sends the original of the report with a copy of the referral memo to the evaluator named in the letter.
- Makes sure the referral letter contains: the referral OPR or Training Report comment(s)/rating(s) that make(s) the report referral, and specifically why the report is being referred.

Action by the Ratee:

- Comments on the report with endorsement to referral letter.
- Prepares the endorsement in the required copies for OPR processing (usually four).
- Sends the OPR and the referral letter with endorsement to reach the evaluator named in the referral letter not later than 10 (30 for non-EAD officers) calendar days after receipt of the referral letter. If needed, the ratee may request more time from the evaluator named in the referral letter.

Action by Evaluator Named in Referral Letter:

- Carefully considers the ratee's comments. The evaluator named in the referral letter must include the statement "I have carefully considered (ratee's name) comments to the referral letter of (date)" in the OPR.
- If the comments are not received from the ratee within 10 calendar days (30 for non-EAD officers) after the ratee received the referral letter, plus any approved extension, include the statement "Comments from ratee were requested but were not received within the required period." After completing this action, resume normal processing of the OPR.
- When the reviewer has caused the OPR to be referred (has made referral comments or entered a rating of "Does Not Meet Standards"), the next evaluator in the rating chain (as named in the referral letter) will, upon receipt of the ratee's comments, prepare an endorsement to the OPR on an AF Form 77.

SAMPLE

FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)			
I. RATEE IDENTIFICATION DATA (Read AFM 70-2400 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) JAMES, JOHN T.	2. SIN 123-45-6789	3. GRADE COL	4. SAFC C14N4
5. PERIOD OF REPORT From: 16 Aug 2000 To: 15 Aug 2001		6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual
8. ORGANIZATION, COMMAND, LOCATION OL-CX, 70th Intelligence Wing (ACC), Fort George G. Meade, Maryland			9. PAF CODE FT0UF9TZ
II. UNIT MISSION DESCRIPTION Section II - Unit Mission Description describes the primary responsibilities of the unit. It is prepared and maintained by the unit and approved by the reviewer. The unit mission description is the same for every member in the unit. Limit this section to FOUR lines.			
III. JOB DESCRIPTION			
1. DUTY TITLE Vice Commander			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Section III - Job Description is the ratee's duty title describing key duties, tasks, and responsibilities which help put the ratee's performance in perspective. The purpose of the job description is to explain duties performed and the officer's level of responsibility. Don't make the mistake of underestimating the importance of this section of the OPR. This is your opportunity to put the importance of what your officer does into perspective with others in their peer group.			
IV. IMPACT ON MISSION ACCOMPLISHMENT - Pushed HQ AIA for review of Information Warfare Flight (IWF) database access--no set guidance existed - Briefed National Security Agency (NSA) personnel on IWF concept; advised AIA on request process - Articulated IWF requirements based on responsibilities; redefined who were intelligence producers/user - Authored Tactics/Techniques/Procedures in Digital Network Exploitation; weaponizing process for war - Helped evaluate NSA's Quick Reaction Capability proposal--concluded limited value to Air Force - Driving force behind Air Force Cryptologic Office intel officer manning review ... vacancies advertised - Drafted "Weaponizing AIA" briefs for short notice HQ meeting; focused on new wing's responsibilities - Tracked senior AF officer placement at NSA ... Air Force strategy to put best people in key NSA jobs - Took over Wing Stand-Up Working Group--led entire team's initial actions to activate the new wing			
V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle normative situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Motivates subordinates. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Has respect and confidence of subordinates. Fair and consistent in evaluation of subordinates.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and efficiency. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Plans, coordinates, schedules, and uses resources effectively. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Meets deadlines.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities and acts to take advantage of them.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

AF FORM 707A, 20000801 (EF-V2)

PREVIOUS EDITION IS OBSOLETE

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VI. RATER OVERALL ASSESSMENT		RATEE NAME: JAMES, JOHN T.	
<p>Section VI - Rater Overall Assessment: Rater comments on additional accomplishments related to the unit mission, assesses the potential based on performance, and makes other comments, explanations, and recommendations. The rater will include the date the last feedback session was performed or the reason(s) feedback was not performed.</p>			
<p>Last performance feedback was accomplished on: <u>30 Oct 2000</u> (Concur with the director in DFI 26-240E.) <i>(If not accomplished, state the reason.)</i></p>			
NAME, GRADE, BR OF DTC, DRGN, COMB & LOCATION NAME N. CAPS, Colonel, USAF 70th Intelligence Wing (ACC) Fort George G. Meade, Maryland		DUTY TITLE Commander SSN: 0000 SIGNATURE: _____	
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR	
<p>Section VII - Additional Rater Overall Assessment: The additional rater has a broader perspective from which to compare overall performance and performance-based potential. The additional rater will mark the concur or nonconcur blocks.</p>			
NAME, GRADE, BR OF DTC, DRGN, COMB & LOCATION NAME N. CAPS, Maj Gen, USAF 8th Air Force (ACC) Lackland Air Force Base, Texas		DUTY TITLE Deputy Commander-Information Operations SSN: 0000 SIGNATURE: _____	
VIII. REVIEWER		<input type="checkbox"/> CONCUR <input checked="" type="checkbox"/> NONCONCUR	
<p>Section VIII - Reviewer: The reviewer uses this section to indicate concurrence or nonconcurrence with the additional rater's comments. Comments are entered only when the reviewer nonconcur with the additional rater or if the report is referral.</p>			
NAME, GRADE, BR OF DTC, DRGN, COMB & LOCATION SSN: _____		DUTY TITLE SIGNATURE: _____	
<p>Instructions</p> <p>Alt: Recommendations must be based on performance and the potential based on that performance. <i>Practitioner recommendations are prohibited. Do not comment on completion of or endorsement in PME, advanced education, previous or anticipated promotion recommendations on AF form 700, DFI endorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only last four numbers of SSN.</i></p> <p>Rater: Focus your evaluation in Section VI on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.</p> <p>Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and verified. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON-CONCUR" and explain. You may include recommendations for assignment.</p> <p>Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and verified, mark the form "CONCUR" and sign the form. If you disagree with previous evaluations, you may ask them to review their evaluations. You may not direct them to change their appraisals. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VIII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION EXAMINER/AF FORCE ADVISOR <i>(Indicate applicable review by marking the appropriate box(es).)</i>		ACQUISITION COMMANDER <i>(If Applicable)</i>	
NAME, GRADE, BR OF DTC, DRGN, COMB & LOCATION SIGNATURE: _____		DATE: _____	

SAMPLE

COMPANY GRADE OFFICER PERFORMANCE REPORT (2LT thru CAPT)			
I. RATEE IDENTIFICATION DATA (Read AF 36-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) DOE, JANE P.	2. SSN 123-45-6789	3. GRADE CAPT	4. DAFSC 36P3
5. PERIOD OF REPORT From: 1 Jan 2000 Thru: 31 Dec 2001		6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual
8. ORGANIZATION, COMMAND, LOCATION 694th Support Squadron (ACC), Fort George G. Meade, Maryland			9. PAS CODE FTOUFL28
II. UNIT MISSION DESCRIPTION			
Section II - Unit Mission Description describes the primary responsibilities of the unit. It is prepared and maintained by the unit and approved by the reviewer. The unit mission description is the same for every member in the unit. Limit this section to FOUR lines.			
III. JOB DESCRIPTION			
1. DUTY TITLE: Flight Commander			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Section III - Job Description is the ratee's duty title describing key duties, tasks, and responsibilities which help put the ratee's performance in perspective. The purpose of the job description is to explain duties performed and the officer's level of responsibility. Don't make the mistake of underestimating the importance of this section of the OPR. This is your opportunity to put the importance of what your officer does into perspective with others in their peer group.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
- Pushed HQ AIA for review of Information Warfare Flight (IWF) database access--no set guidance existed -- Briefed National Security Agency (NSA) personnel on IWF concept; advised AIA on request process -- Articulated IWF requirements based on responsibilities; redefined who were intelligence producers/user - Authored Tactics/Techniques/Procedures in Digital Network Exploitation; weaponizing process for war - Helped evaluate NSA's Quick Reaction Capability proposal--concluded limited value to Air Force - Driving force behind Air Force Cryptologic Office intel officer manning review ... vacancies advertised - Drafted "Weaponizing AIA" briefs for short notice HQ meeting; focused on new wing's responsibilities - Tracked senior AF officer placement at NSA ... Air Force strategy to put best people in key NSA jobs - Took over Wing Stand-Up Working Group--led entire team's initial actions to activate the new wing			
V. PERFORMANCE FACTORS	DOES NOT MEET STANDARDS	MEETS STANDARDS	
1. Job Knowledge Has knowledge required to perform duties effectively. Strives to improve knowledge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
2. Leadership Skills Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3. Professional Qualities Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to Air Force standards. Accepts personal responsibility. Is fair and objective.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Organizational Skills Demonstrates ability to plan, coordinate, schedule effectively, and uses resources effectively and efficiently. Meets suspenses.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Judgment and Decisions Makes timely and accurate decisions. Emphasizes logic in decision making. Retains composure in stressful situations. Recognizes opportunities. Requires minimal supervision.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6. Communication Skills Listens, speaks, and writes effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

AF FORM 707B, 20000601 (EF-V2)

PREVIOUS EDITION IS OBSOLETE.

FOR OFFICIAL USE ONLY (When filled in)

VI. RATER OVERALL ASSESSMENT		RATEE NAME: DOE, JANE P.	
<p>Section VI - Rater Overall Assessment: Rater comments on additional accomplishments related to the unit mission, assesses the potential based on performance, and makes other comments, explanations, and recommendations. The rater will include the date the last feedback session was performed or the reason(s) feedback was not performed.</p>			
<p>Last performance feedback was accomplished on: <u>30 Oct 2000</u> (Consult with the director in AFJ 20-24B.) <i>(If not accomplished, state the reason.)</i></p>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DEPT TITLE	DATE
NAME N. CAPS, Lt Col, USAF		Commander	
694th Support Squadron (ACC)		SSN	SIGNATURE
Fort George G. Meade, Maryland		0000	
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR	
<p>Section VII - Additional Rater Overall Assessment: The additional rater has a broader perspective from which to compare overall performance and performance-based potential. The additional rater will mark the concur or nonconcur blocks.</p>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DEPT TITLE	DATE
NAME N. CAPS, Colonel, USAF		Commander	
694th Intelligence Group (ACC)		SSN	SIGNATURE
Fort George G. Meade, Maryland		0000	
VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR	
<p>Section VIII - Reviewer: The reviewer uses this section to indicate concurrence or nonconcurrence with the additional rater's comments. Comments are entered only when the reviewer nonconcur with the additional rater or if the report is referral.</p>			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		DEPT TITLE	DATE
NAME N. CAPS, Colonel, USAF		Commander	
70th Intelligence Wing (ACC)		SSN	SIGNATURE
Fort George G. Meade, Maryland		0000	
<p>Instructions:</p> <p>Rater: Recommendations must be based on performance and the potential based on that performance. Promotion recommendations are prohibited. Do not comment on completion of or uncompletion of PME, advanced education, previous or anticipated promotion recommendations on AF Form 708, OTR indorsement levels, family activities, marital status, race, sex, ethnic origin, age, or religion. All evaluators enter only the last four numbers of SSN.</p> <p>Reviewer: Focus your evaluation in Section VI on what the officer did, how well he or she did it and how the officer contributed to mission accomplishment. Write in concise "bullet" format. Your comments in Section VI may include recommendations for assignment.</p> <p>Additional Rater: Carefully review the rater's evaluation to ensure it is accurate, unbiased and unrefuted. If you disagree, you may ask the rater to review his or her evaluation. You may not direct a change in the evaluation. If you still disagree with the rater, mark "NON CONCUR" and explain. You may include recommendations for assignment.</p> <p>Reviewer: Carefully review the rater's and additional rater's ratings and comments. If their evaluations are accurate, unbiased and unrefuted, mark the form "CONCUR" and sign the form. If you disagree with previous evaluators, you may ask them to review their evaluations. You may not direct them to change their approach. If you still disagree with the additional rater, mark "NONCONCUR" and explain in Section VII. Do not use "NONCONCUR" simply to provide comments on the report.</p>			
IX. ACQUISITION EXAMINER/AIR FORCE ADVISOR (Indicate applicable review by marking the appropriate boxes.)		ACQUISITION EXAMINER (If applicable)	AIR FORCE ADVISOR (If applicable)
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION		SIGNATURE	DATE

One Page Guide for Writing OPRs

- Blocks I and II are predetermined, based upon the rating chain and unit of assignment at the close out date - Block III is written in present tense prose, with slbe being the implied subject for all sentences.

- Block IV is written in bullets. For the most part each bullet should have two clauses: action clause and impact clause. This is occasionally done as an action bullet and an impact sub-bullet.

Hints: With rare exception there should not be more than one sub-bullet attached to any primary bullet With rare exception, each line should be a primary bullet or sub-bullet, avoid wrap-arounds Fill out the line as completely as possible, over four spaces may be excessive "white space" Avoid using acronyms that are not universal to the Air Force, instead provide a description (e.g. NTI is not well understood outside of this wing, let alone by pilots, maintainers, etc.)

A void using names of operations, instead describe the operation for the reader 5 years from now (e.g. few readily recall Operation ALLIED FORCE, but most remember the Kosovo War)

- Blocks VI and VII are also written in bullets. These bullets will either be similar to those in block IV, or will have an opening descriptor (e.g. "Superb leader") to help frame the word picture being created.

Hints: Same as for block IV, plus the following:

Opening line should include stratification (more important in block VII)

(e.g. #1 of xxx - depending upon the size of the pool can have #2, maybe #3) At least one line in each block should focus on leadership

Include mention of awards, typically done in opening or closing lines

Closing line for each block should include assignment recommendation Closing line for each block should include school recommendation

ClosinQ line for each block should include command Tecomm~nnation (rant ann annvp)



PERFORMANCE RECOMMENDATION FORMS

PERFORMANCE RECOMMENDATION FORMS

- Upon receipt of the Master Eligibility Listing (MEL) from HQ AIA, wing staff will forward MEL, copy of HQ AIA/DPPP message “Promotion Recommendation Process—Detailed instructions for Completing Promotion Recommendation”, to each group commander and to prepare PRF for eligible officers
- Each group commander will provide a soft copy of eligible officers PRFs and OPR to PRF audit trail, and fax copies of all OPRs, Eyes only Promotion Recommendation letter, PIF-UIF Review letter, DQHB and UIF (if applicable) to 70 IW/CCEA at DSN 923-0025. The 694 IG will handcarry the above mentioned documents to the 70 IW/CCEA (PRFs must be sent via unclassified email to carlos.bynum@ft-meade.af.mil and maria.lancaster@ft-meade.af.mil or anteevia.givens@ft-meade.af.mil)
- Please ensure the duty title is current and correct in the Personnel Data System (PDS). If not, immediately contact either your commander’s support staff (CSS) or servicing MPF to update duty title through MILMOD. Send copy of the update with the PRF.
- All I/APZ PRF’s must have comments that encompass the officer’s entire Career. Comments should be compatible with overall recommendation and should be supported by the record of performance (ROP) comments.
 - Must be in bullet format
- Each group commander will sign a form letter stating that PIF’s and UIF’s have been reviewed for listed eligibles
- PRF’s suspense date will be given once we receive the MEL of the eligible officers
- Narrative-only PRFs are required on all officers being assigned PCS as a permanent party student, regardless of promotion zone.
 - The narrative-only PRF gives the senior rater a chance to provide a promotion recommendation as the “losing” senior rater.
 - Narrative-only PRF’s are due to the wing NLT 40 days before member’s departure. The PRF has to be completed 30 days prior to the officer’s departure and forwarded to the officer’s servicing MPF.

The PRF (AF Form 709) is used to assess an officer's performance-based potential and used by the senior rater to communicate a promotion recommendation to the Central Selection Board. It is clearly the single most important document in the officer's selection folder. PRFs are NOT a permanent part of the ratee's record. All PRFs are removed from the officer's personnel folder 30 days after the Central Selection Board; however, AFPC keeps a copy on microfiche.

Tips to Consider When Writing a PRF:

- Consider performance-based potential; the assessed capability of an officer to serve in a higher grade as demonstrated by performance in his or her current position and in past jobs or positions.
- Consider the level of duty performance, demonstrated expertise in a multitude of skills important to the Air Force officer (e.g., leadership, team building, decision making, communication, organizational skills, etc.), and the willingness to go beyond what is specifically required of the job.
- Paint a picture using action words to convey the message-use BULLET statements.

Who Assesses Potential?

The senior rater is solely responsible for awarding promotion recommendations and completing PRFs. He or she has personal knowledge, or access to knowledge, of both the officer's most recent and cumulative performance.

** For majors and below, the senior rater must be at least a colonel (or equivalent) serving as a wing commander or equivalent. For lieutenant colonels, the senior rater must be a general officer (or equivalent) or a brigadier general select occupying a funded general officer billet. The senior rater will be the first general officer/brigadier general select in the rating chain.

Preparing the PRF:

The senior rater completes the PRF no earlier than 60 days before the selection board (see AFI 36-2402, Chapter 4, Figure 4.1) for detailed instructions.

Sections I, II, and III: These sections are essentially the same as their respective sections on the OPR. Duty title **MUST** match the PRF notice provided by the MPF. If a discrepancy occurs, action must be taken by the rater to ensure the MPF submits a request to AFPC for a title change.

Section IV: This section explains to the promotion board what makes the officer qualified for promotion and supports the recommendation given in Section IX.

Things to Consider:

- Senior raters may consider Advanced Academic Degree (AAD) information on eligibles when preparing PRFs and awarding DP recommendations, but they may not comment on enrollment in or completion of AAD on the PRF, except for extraordinary achievement; ie. Distinguished Graduate, or graduation with honors, etc.
- DO NOT make comments concerning prior PRF recommendations.
- MANDATORY - USE BULLET FORMAT: The bullets should capture accomplishments throughout the officer's career which bear on promotion. For junior officers, the bullets should concentrate on job performance and depth of experience. For more senior officers, the bullets should blend performance in the primary duty area and broader career accomplishments.

Section V: This entry indicates whether the PRF was accomplished for a Below-the-Promotion-Zone (BPZ) officer or an officer in the In/Above-the-Promotion Zone (I/APZ) category.

Section VI: In most cases, this section will be marked N/A. Senior raters will be notified when additional information is required.

Section VII: The board identification information is included on the PRF notice the senior rater receives from the MPF.

Section VIII: The senior rater ID is a 5-digit code used to identify the position of the senior rater. It also is provided on the PRF notice.

Section IX: The senior rater can make one of three recommendations: "Definitely Promote (DP)"; "Promote (P)"; or "Do Not Promote This Board (DNP)."

Each senior rater is entitled to a specific number of "Definitely Promote" recommendations based on the BPZ or IPZ population. A "DP" recommendation conveys to the selection board the senior rater's opinion that the strength of the officer's record of performance warrants promotion with minimum regard to broader considerations. A "Promote" recommendation means the officer is fully qualified for promotion and should compete on the basis of both performance and broader considerations. A "Promote" means just that; the senior rater believes the officer should be promoted. A "Do Not Promote This Board" is self-explanatory; however, if an officer has a date of separation, an approved retirement date, or is unsure about career intent, this DOES NOT necessarily detract from performance-based potential, and should not be the "sole" consideration for a "Do Not Promote this Board" recommendation.

Section X: The senior rater's name, grade, organization, duty title, SSN, and signature are entered in this section.

NOTE: The senior rater identification code (e.g., 0J880) is the driving force for the PRF signature. If a senior rater has signed a PRF and then PCSs after the PRF cutoff date, the new senior rater can reaccomplish and sign the PRF if changes are required. The new senior rater will attend the Management Level Review (MLR) if he or she has officers competing at the MLR for a DP. If a senior rater PCSs and the new senior rater is not on station, the officer filling in MUST be appointed on general orders to perform senior rater responsibilities.

Below the Zone "Promote" PRFs:

Only the senior rater will determine if there will be comments on Below-the-Promotion-Zone (BPZ) PRFs with a "Promote" recommendation.

Narrative-Only PRFs:

Narrative-only PRFs (AFI 36-2402, Chapter 4, para 4.2) are required on all officers being reassigned PCS as a permanent party student, regardless of promotion zone. Do not complete PRFs on captains who will have less than 3 years time in grade as a captain on completion of schooling.

- Upon receipt of the Master Eligibility Listing (MEL) from HQ AIA, wing staff will forward MEL, copy of HQ AIA/DPPP message "Promotion Recommendation Process—Detailed instructions for Completing Promotion Recommendation", to each group commander and to prepare PRF for eligible officers
- Each group commander will provide a soft copy of eligible officers PRFs and OPR to PRF audit trail, and fax copies of all OPRs, Eyes only Promotion Recommendation letter, PIF-UIF Review letter, DQHB and UIF (if applicable) to 70 IW/CCEA at DSN 923-0025. The 694 IG will handcarry the above mentioned documents to the 70 IW/CCEA (PRFs must be sent via unclassified email to carlos.bynum@ft-meade.af.mil and maria.lancaster@ft-meade.af.mil or ateevia.givens@ft-meade.af.mil
- Please ensure the duty title is current and correct in the Personnel Data System (PDS). If not, immediately contact either your commander's support staff (CSS) or servicing MPF to update duty title through Milmod. Send copy of the update with the PRF.
- All I/APZ PRF's must have comments that encompass the officer's entire Career. Comments should be compatible with overall recommendation and should be supported by the record of performance (ROP) comments. -- Must be in bullet format
- Each group commander will sign a form letter stating that PIF's and UIF's have been reviewed for listed eligibles
- PRF's suspense date will be given once we receive the MEL of the eligible officers
- Narrative-only PRFs are required on all officers being assigned PCS as a permanent party student, regardless of promotion zone.
- The narrative-only PRF gives the senior rater a chance to provide a promotion recommendation as the "losing" senior rater.
 - Narrative-only PRF's are due to the wing NLT 40 days before member's departure. The PRF has to be completed 30 days prior to the officer's departure and forwarded to the officer's servicing MPF.

Other PRF writing guides:

- Statements must be derived from the OPR
- Stratification statement
- Include statement of awards, especially AF/MAJCOM level
- Include school DG distinctions

PRF/OPR FEEDBACK
LT COL BOARD

Some Do's and Don'ts:

It is very important to stratify in OPRs...e.g., "my #2 of 43 officers"...to highlight and identify your top performers!

Stratify also in PRFs...e.g., "my #3 BPZ" or "my #3 IPZ"

On PRF use hard-hitting facts, then quote from previous OPRs...e.g., succeeded where others failed--" saved X dollars"

Always use #1 as often as possible...not "number one"!

Suggest also using quotes from Chain of Command..e.g., LG/CC says "easily top 1 % of all LG majors (#)"

Avoid vague comments in the PRF:

If you use two lines, don't use for a short period (e.g., deployment) (you only have 9 lines for a career!)

In the OPR...use the last line for hard-hitting comments; not for the finish line of the previous bullet

Overused comments:

"Finest officer; blue chip officer; stellar; first rate; absolutely tops; exceptional; continue to challenge

standout performer; rock solid; one of my go-to officers; ace staffer; rising star; top tier; none finer; no job too tough; platinum; white hot; hit the ground running"

(If used, they should be substantiated with the facts...cannot stand alone)

Comments used in PRF/OPRs: (seemingly effective/innovative)

"My #1 candidate in any zone..."

"A leader of incredible breadth--. ..."

"Impact leader--gets results--. ..."

"My fire and forget weapon--. "

"My #2/34 Majs" (if short on space)

"Leader with a purpose!"

"Commander's commander--leads, coaches, force multiplier, ..."

"Phenomenal officer--top 2% of all officers in my XX years as a -- "

"Eye-watering record--exudes confidence and excellence. ..."

"Drives results--SQ/CC was spot on! Groom for GP/CC--definitely promote!"

"Tested hard--passed brilliantly. ..."

"No better officer...anywhere!"

"MVP from day 1!"

"My next DP" or "If I had one more DP...X would have it!"

"You need to really scrutinize this record...deserves a 10!"

"Hear me: even stronger than record...top 10% talent!"

"In the top 10% of 04s I've seen in 27 years!"

"Give me ten more like him...I'd serve with him anytime, anywhere!"

"Look closely: leadership his hallmark, excellence the norm!"

Lt Col Board Comments cont.

"DP from day--..."

"Top 1 % of every assignment!"

"My most talented FGO-leader, instructor, mentor...top loggie-leads from the front"

"Warrior- Leader for the 21st Century"

"Pile driver behind. ..."

"Multiple CGOQs..."

"Put a tough job on his radar scope, and you can take it off yours!"

"We're all looking for this guy to work for us-he'll be running a large part of the AF someday!"

"Reserve a slot for ICAF" (or NWC etc)

"If any other FGO sounds better, I've failed to be clear-XXX is the best there is!" or "If another sounds better, its my fault!"

"If you're saving your #IO-give it up now!"

"Absolutely peerless officer, aviator, exec, cmdr!"

"Backbone of a lion, savvy of a diplomat-XXX has no equal!"

"Tenacious problem-solver:..."

"Broke the code on making things happen--..."

"AF leader-I've never supervised a more aggressive and competent officer!"

"Absolute superstar--Top 1%--has succeeded at all levels: unit, MAJCOM, Joint, ..."

"Responds magnificently to pressure and responsibility; always kept us out in front!"

"If I go to war, I want XXX in the lead and so do you!"

"One of my top 2 support 04's! -Off to do handsprings as CC"

"Hear me: even stronger than his record...top 2% talent!"

"My #1 DP BPZ--dazzling aviator and leader--#1 in all he does!"

"Exemplary! Sharp, honest professional-XXX always operates consistently two steps ahead of his peers!"

"11 on a scale of 10! Officer of the highest caliber-records read like Who's Who of AF leadership!"

"Eye-watering squadron commander! Easy choice for BPZ...make it happen: DP then NDU"

"I'll make this simple...A+ in every area-brilliantly successful in most diverse division-unlimited future!"

"Leadership A + ...xxx is at the pinnacle of my FGOs; his performance ensures success..."

"I have 30 BPZ 04 's...XXX is #1! Ready for Sq CC and much more...DP, SSS, then JS/JS!"

"Officer of the year! Leadership A+, potential A+, initiative A+, ...questions?!"

"I depend on XXX so much that when he sneezes, I get a cold-he personifies the model exec!"

"In a roomful of standout AO's, XXX shines brightest for..."

"A thoroughbred running full stride-command written all over him!"

"Pure gold! Gutsy, incisive leadership!" XXX/DO

"I want XXX to command a sq in my wing! DP this phenomenal superstar and score "10" for in-residence SSS!"

"Outstanding results-oriented leader with a capitol "L " -exceptional performance at the MAJCOM level!"

"All the adjectives apply-Major xxx exemplifies follow-me leadership!"

"If I could pick only one for a difficult task it would be XXX-boundless talent!"

"Never a doubt...the equation is simple: problem + xxx = solution!"

"Nerves of steel-rare talent!"

"Read this carefully: SOS DG, 9 OPRs say she's #1!"

"Top 5% of my star-studded cast of Majors (15)!"

"#2 of 42 in...! Highly capable leader, professional, top choice for CC!"

"Lapped his peers! Outstanding drive..."

"Riding a big wave to AF stardom-XXX has..."

"5 star performer and leader...real force enhancer!"

"Finest cyber warrior I've seen in my 19 year career!"

"#1 promote! Ready for Lt Col now...I'd stake my reputation on him! DP now and SSS!"

Stratification in OPRs/PRFs is the most powerful tool to highlight to board members your top performers

Individual awards (e.g., Leo Marquez, FGO yr.)-- very important and must be highlighted to the max!

PRF sets the tone of the officer's record; say it with enthusiasm!

For the PRF: Top and bottom lines must be powerful and stratify if possible (e.g., #1 of 123, 1% of all Major's I know); be willing to back the PRF with a very strong top OPR)

The top and bottom lines of OPR rater and indorsor blocks must also be well-written and strong...stratify here also as these lines sum up your assessment of the officer and is the first place the board goes to look for consistency to growth in the officer's performance

- ❖ If your next DP would have gone to a particular candidate...say so! Be honest and don't abuse the statement..."my #1 IPZ promote of 28" is also effective
- ❖ Recommendations for command are good and important; use of "challenge" and "greater responsibility" are also telling, but negatively
- ❖ Assist civilians and raters from other Services in writing your OPR/PRFs; if amenable, offer up a rough draft
- ❖ Write a letter to the board if there is any oddity in your record that needs to be explained (e.g., your record does not reflect your recent Masters Degree); keep it short and don't whine!
- ❖ Some PRFs highlighted many CGO accomplishments, then dries up on FGOs more recent accomplishments; comes across as a negative trend
- ❖ Its great if you get a "DP"...but remember...board members still expect to see a record that supports promotion...the record is still scored against your peers and must be competitive. There are IPZ DPs that are not promoted!
- ❖ Senior raters are recommending SSS and/or CC tour for almost ALL...they need to make the tough calls

PROMOTION RECOMMENDATION			
I. RATEE IDENTIFICATION DATA <small>(Must fill in 24HR carefully before filing in any form)</small>			
1. NAME (Last, First, Middle Initial) DOE, JANE T.	2. SSN 123-45-6789	3. GRADE CAPTAIN	4. DAVID 36P3
5. ORGANIZATION, COMMAND, LOCATION 70th Intelligence Wing (ACC) Fort George G. Meade, Maryland			6. PAS CODE FTOUFBJK
II. UNIT MISSION DESCRIPTION			
Sections I, II, and III: These sections are essentially the same as their respective sections on the OPR. Duty title MUST match the PRF notice provided by the MPF. If a discrepancy occurs, action must be taken by the rater to ensure the MPF submits a request to AFPC for a title change. Section IV: This section explains to the promotion board what makes the officer qualified for promotion and supports the recommendation			
III. JOB DESCRIPTION			
1. DUTY TITLE Flight Commander			
2. KEY DUTIES, TASKS, RESPONSIBILITIES: Section IV: This section explains to the promotion board what makes the officer qualified for promotion and supports the recommendation given in Section IX. Senior raters may consider Advanced Academic Degree (AAD) information on eligibles when preparing PRFs and awarding DP recommendations, but they may not comment on enrollment in or completion of AAD on the PRF, except for extraordinary achievement; ie. Distinguished Graduate, or graduation with honors, etc. DO NOT make comments concerning prior PRF recommendations. MANDATORY - USE BULLET FORMAT: The bullets should capture accomplishments throughout the officer's career which bear on promotion.			
IV. PROMOTION RECOMMENDATION			
For junior officers, the bullets should concentrate on job performance and depth of experience. For more senior officers, the bullets should blend performance in the primary duty area and broader career accomplishments. Section V: This entry indicates whether the PRF was accomplished for a Below-the-Promotion-Zone (BPZ) officer or an officer in the In/Above-the-Promotion Zone (I/APZ) category. Section VI: In most cases, this section will be marked N/A. Senior raters will be notified when additional information is required. Section VII: The board identification information is included on the PRF notice the senior rater receives from the MPF. Section VIII: The senior rater ID is a 5-digit code used to identify the position of the senior rater. It also is provided on the PRF notice. Section IX: The senior rater can make one of three recommendations: "Definitely Promote (DP)"; "Promote (P)"; or "Do Not Promote."			
V. PROMOTION ZONE	VI. GROUP SIZE	VII. BOARD	VIII. SENIOR RATER ID
BPZ <input type="checkbox"/> I/APZ <input type="checkbox"/>	N/A	P0401A	1C88J
IX. OVERALL RECOMMENDATION		X. SENIOR RATER	
DEFINITELY PROMOTE <input type="checkbox"/> PROMOTE <input type="checkbox"/> DO NOT PROMOTE THIS BOARD <input type="checkbox"/>		NAME, GRADE, BR OF DUTY, ORIGIN, COMMAND & LOCATION NAME N. CAPS, Colonel, USAF 70th Intelligence Wing (ACC) Fort George G. Meade, Maryland	
		DUTY TITLE Commander	
		SSN 0123	SIGNATURE
Instructions			
Review previous OERs, DPRs, Education/Training Reports, and Supplemental Evaluation Sheets. Evaluate the officer's performance and assess his or her potential. Write Promotion Recommendation (Section IV) in concise "bullet" format. Enter only the last four numbers of senior rater's SSN.			
Provide an accurate, unbiased assessment free from consideration of race, sex, ethnic origin, age, religion, or marital status.			
Provide the officer a copy of this report approximately 30 days prior to the board for which this report is prepared.			



DECORATION GUIDELINES

GUIDELINES FOR SUBMITTING DECORATIONS

- ❖ When submitting decoration packages to the 70th Intelligence Wing the following information must be included in the package:
 - Completed checklist
 - Decoration
 - EPRs covering the inclusive dates of the decoration/any other medals from inclusive dates
 - DÉCOR 6 (filled out)
 - Group Commander's push note
- ❖ The 373 IG and 543 IG should email the decoration to portiah.leacock@ft-meade.af.mil and maria.lancaster@ft-meade.af.mil (**694 IG should provide a hardcopy form**).
- ❖ Please fax the above supporting documentation to DSN 622-0205.
- ❖ Once we receive all the above documentation, we will review and send any corrections back to the groups to correct. Once the corrected decoration is sent to CCEA we will print decoration onto a form for the 373 IG and 543 IG.
- ❖ Once the decoration is signed, it will be forwarded to 694 IG/DPMPE to type orders and mail out certificates to the groups.

AFCM on: _____
(insert last name)

**70th Intelligence Wing
Air Force Commendation Medal
Submittal Checklist**

These are minimum standards. Any AFCM not complying with this checklist will be returned.

STEP	DÉCOR 6	COMPLETED
1	Completed Date (when signed by the squadron commander)	
	Complete items 1A - 1H (MUST BE TYPED) Notes: a) 1B must state Basic or 1OLC, 2OLC, 3OLC etc., b) if separating, retiring, or PCSing, complete 1H, otherwise, put N/A, c) AFAM is not appropriate for retirement	
3	If unit, station of assignment, or grade at time of act, achievement, or service is different that at present, then list in 2D-2F Otherwise, put N/A	
4	Complete items 3 and 4: put N/A for item 3 if not applicable. Circle YES or NO for item 4.	
5	Review all information in item 5; reconsider if poor EPR rating, UIF exists, etc.	
6	If questionable circumstances exist (discipline, etc.) include letter of justification for chain of command	
7	Item 8, cross through DO NOT RECOMMEND if submitting for award	
8	Supervisor and commander sign and date	

STEP	CERTIFICATE	COMPLETED
9	If not first AFCM, center top and bottom, left and right, (FIRST OAK LEAF CLUSTER), (SECOND OAK LEAF CLUSTER), ETC., between THE AIR FORCE ACHIEVEMENT MEDAL and HAS BEEN AWARDED TO	
10	Complete rank spelled out, first name, middle initial, last name is centered left and right, top and bottom, between HAS BEEN AWARDED TO and FOR. (Example: TECHNICAL SERGEANT JOHN J. DOE)	
11	Center top and bottom, left and right, OUTSTANDING ACHIEVEMENT or MERITORIOUS SERVICE and inclusive dates between FOR and ACCOMPLISHMENTS: MERITORIOUS SERVICE 30 JUNE 2000 TO 30 JUNE 2001	
12	Opening Sentence: a) MERITORIOUS SERVICE: <i>Rank, first name, middle initial, last name distinguished himself/herself by meritorious service, as duty title, unit of assignment OR,</i> <i>Rank, first name, middle initial, last name distinguished himself/herself by meritorious service, while assigned to unit of assignment</i> b) OUTSTANDING ACHIEVEMENT or ACT OF COURAGE: <i>Rank, first name, middle initial, last name distinguished himself/herself by by outstanding achievement, at or near location</i> <i>Rank, first name, middle initial, last name distinguished himself/herself by by an act of courage, at or near location</i>	
13	Left and right margins are (1" to 2); Times New Roman 10,11, or 12 pitch; all print is level; no smudges; no abbreviations or acronyms; justify opening/closing sentences and narrative.	
14	Closing sentence:	

MSM on: _____
(insert last name)

**70th Intelligence Wing
Meritorious Service Medal
Submittal Checklist**

These are minimum standards. Any MSM not complying with this checklist will be returned.

STEP	DÉCOR 6	COMPLETED
1	Completed Date (when signed by the squadron commander)	
2	Complete items 1A - 1H (MUST BE TYPED) Notes: a) 1B must state Basic or 1OLC, 2OLC, 3OLC etc., b) if separating, retiring, or PCSing, complete 1H, otherwise, put N/A, c) AFAM is not appropriate for retirement	
3	If unit, station of assignment, or grade at time of act, achievement, or service is different that at present, then list in 2D-2F Otherwise, put N/A	
4	Complete items 3 and 4: put N/A for item 3 if not applicable. Circle YES or NO for item 4.	
5	Review all information in item 5; reconsider if poor EPR rating, UIF exists, etc.	
6	If questionable circumstances exist (discipline, etc.) include letter of justification for chain of command	
7	Item 8, cross through DO NOT RECOMMEND if submitting for award	
8	Supervisor and commander sign and date	

STEP	CERTIFICATE	COMPLETED
9	If not first MSM, center top and bottom, left and right, (FIRST OAK LEAF CLUSTER), (SECOND OAK LEAF CLUSTER), ETC., between THE MERITORIOUS SERVICE MEDAL TO	
10	Complete rank spelled out, first name, middle initial, last name is centered left and right, top and bottom, between HAS BEEN AWARDED TO and FOR. (Example: TECHNICAL SERGEANT JOHN J. DOE)	
11	Center top and bottom, left and right, OUTSTANDING ACHIEVEMENT or MERITORIOUS SERVICE and inclusive dates between FOR and ACCOMPLISHMENTS: MERITORIOUS SERVICE 30 JUNE 2000 TO 30 JUNE 2001	
12	Opening Sentence: a) MERITORIOUS SERVICE: <i>Rank, first name, middle initial, last name distinguished himself/herself in the performance of outstanding service to the United States, as duty title, unit of assignment OR,</i> <i>Rank, first name, middle initial, last name distinguished himself/herself in the performance of outstanding service to the United States while assigned to unit of assignment</i> b) OUTSTANDING ACHIEVEMENT or ACT OF COURAGE: <i>Rank, first name, middle initial, last name distinguished himself/herself by by outstanding achievement, at or near location</i> <i>Rank, first name, middle initial, last name distinguished himself/herself by by an act of courage, at or near location on date.</i>	
13	Left and right margins are (1" to 2); Times New Roman 10,11, or 12 pitch; all print is level; no smudges; no abbreviations or acronyms; justify opening/closing sentences and narrative. NO MORE THAN 13 LINES	



Miscellaneous Section

Lieutenant Colonel John W. Doe
301 IG/CC
880 Dove Road, Suite 52
Fort John Austin TX 12345-1111

This is a wonderful accomplishment and I applaud his efforts. Keep doing tremendous things for the 70th Intelligence Wing and the Air Force.

JAMES O. POSS, Colonel, USAF
Commander

Personal letters are really official memos prepared in a personal style. They are appropriate for welcome letters, letters of appreciation, letters of condolence, or any other occasion when a situation might be better handled in a personal manner. See page 136 of Tongue and Quill for more details.



70th INTELLIGENCE WING (ACC)
FORT GEORGE G. MEADE MARYLAND

MEMORANDUM FOR AETC/DO
ATTENTION: LT COL DOE

FROM: 70 IW/CC
9805 Love Road, Suite 213
Fort George G. Meade MD 20755-5260

SUBJECT: Instruction for Preparing the Official Memorandum

1. This example shows the arrangement of preparing for the official memorandum.
2. The style of writing is yours. For some helpful guidelines see page 86 of the Tongue and Quill. However, when writing for someone else's signature, try to write as though that person was speaking. Be succinct, use active voice and keep it short (one page, if possible). Include extensive background material as an attachment rather than within the memo itself. Ensure type is 12-pitch/Times New Roman.

JAMES O. POSS, Colonel, USAF
Commander

Airman Air Force Specialty Codes (AFSCs)

(As of 30 November 2000)

OPERATIONS		Fuels		MEDICAL	
Aircrew Operations		Logistics Plans		Health Services Management	
1A0X1	In-Flight Refueling	2F0X1	Fuels	4A0X1	Medical Materiel
1A1X1	Flight Engineer	2G0X1	Logistics Plans	4A2X1	Biomedical Equipment
1A2X1	Loadmaster	Missile Maintenance		4B0X1	Bioenvironmental Engineering
1A3X1	Airborne Communications Systems	2M0X1	Missile and Space Systems Elect Maintenance	4C0X1	Mental Health Service
1A4X1	Airborne Battle Management	2M0X2	Missile and Space Systems Maintenance	4D0X1	Diet Therapy
1A5X1	Airborne Missions Systems	2M0X3	Missile and Space Facilities	4E0X1	Public Health
*1A6X1	*Flight Attendant	Precision Measurement		4F0X1	Aeromedical
*1A7X1	*Aerial Gunner	2P0X1	Precision Measurement Equipment Laboratory	4H0X1	Cardiopulmonary Laboratory
Command Control Systems Operations		Maintenance Management Systems		4J0X1	Occupational Therapy
1C0X1	Airfield Management	2R0X1	Maintenance Data Systems Analyst	4J0X2	Physical Therapy
1C1X1	Air Traffic Control	2R1X1	*Maintenance Production Management	4M0X1	Aerospace Physiology
1C2X1	Combat Control	Supply		4N0X1	Medical Service
1C3X1	Command Post	2S0X1	Supply Management	4N1X1	Surgical Service
1C4X1	Tactical Air Command and Control	2S0X2	Supply Systems Analyst	4P0X1	Pharmacy
1C5X1	Aerospace Control and Warning Systems	Transportation		4R0X1	Diagnostic Imaging
1C6X1	Space Systems Operations	2T0X1	Traffic Management	4T0X1	Medical Laboratory
Intelligence		2T1X1	Vehicle Operations	4T0X2	Histopathology
1N0X1	Intelligence Applications	2T2X1	Air Transportation	4T0X3	Cytotechnology
1N1X1	Imagery Analysis	Vehicle Maintenance		4U0X1	Orthotic
1N2X1	Signals Intelligence Production	2T3X1	Special Purpose Vehicle and Equipment Maint	4V0X1	Optometry
1N3X1	Germanic Cryptologic Linguist	2T3X2	Special Vehicle Maintenance	Dental	
1N3X2	Romanian Cryptologic Linguist	2T3X4	General Purpose Vehicle Mechanic	4Y0X1	Dental Assistant
1N3X3	Slavic Cryptologic Linguist	2T3X5	Vehicle Body Maintenance	4Y0X2	Dental Laboratory
1N3X4	Far East Cryptologic Linguist	2T3X7	Vehicle Maintenance Control & Analysis	PROFESSIONAL	
1N3X5	Mid-East Cryptologic Linguist	Munitions & Weapons		Legal	
1N4X1	Signals Intelligence Analysis	2W0X1	Munitions Systems	5J0X1	Paralegal
1N5X1	Electronic Signals Intelligence Exploitation	2W1X1	Aircraft Armament Systems	Chaplain Service Support	
1N6X1	Electronic System Security Assessment	2W2X1	Nuclear Weapons	5R0X1	Chaplain Service Support
Safety		SUPPORT		ACQUISITION	
1S0X1	Safety	Information Management		Contracting	
Aircrew Protection		3A0X1	Information Management	6C0X1	Contracting
1T0X1	Survival, Evasion, Resistance, and Escape Operations	Communication-Computer Systems		Financial	
1T1X1	Aircrew Life Support	3C0X1	Communication-Computer Systems Operations	6P0X1	Financial Management & Comptroller
1T2X1	Parasue	3C0X2	Comm-Computer Systems Programming	SPECIAL INVESTIGATIONS	
Weather		3C1X1	Radio Communications Systems	7S0X1	Special Investigations
1W0X1	Weather	3C1X2	Electromagnetic Spectrum Management	SPECIAL DUTY IDENTIFIERS	
LOGISTICS		3C2X1	Communication-Computer Systems Control	8A100	*Career Assistance Advisor
Aerospace Maintenance		3C3X1	Comm-Comp Sys Planning & Implementation	8B000	Military Training Instructor
2A0X1	Avionics Test Station and Components	Civil Engineering		8B100	Military Training Leader
2A1X1	Avionics Sensors Maintenance	3B0X1	Electrical	8C000	Family Support Center
2A1X2	Avionics Guidance & Control Systems	3B0X2	Electrical Power Production	8D000	Linguist Debriefing/Interrogator
2A1X3	Communication & Navigation Systems	3B1X1	Heating, Ventilation, AC, & Refrigeration	8E000	Research and Development Craftsman
2A1X4	Airborne Surveillance Radar Systems	3E2X1	Pavement and Construction Equipment	8F000	First Sergeant
2A1X7	Electronic Warfare Systems	3E3X1	Structural	8G000	USAF Honor Guard
2A3X1	F-15/F-111 Avionics Systems	3E4X1	Utilities Systems	8J000	Correctional Custody Supervisor
2A3X2	*F-16, F-117, RQ-1, CV-22 Avionic Systems	3E4X2	Liquid Fuel Systems Maintenance	8M000	Postal Specialist
2A3X3	Tactical Aircraft Maintenance	3E4X3	Environmental Controls	8P000	Courier
2A4X1	Aircraft Guidance & Control	3E5X1	Engineering	8P100	Defense Attaché Specialist
2A4X2	Aircraft Communication & Navigation Systems	3E6X1	Operations Management	8R000	Recruiter
2A5X1	Aerospace Maintenance	3E7X1	Fire Protection	8T000	Professional Military Education Instructor
2A5X2	Helicopter Maintenance	3E8X1	Explosive Ordnance Disposal	REFORMING IDENTIFIERS	
2A5X3	*Integrated Avionics Systems	3E9X1	Readiness	9A000	Awaiting Retraining-Reasons beyond Control
2A6X1	Aerospace Propulsion	Historian		9A100	Awaiting Retraining - Reasons within Control
2A6X2	Aerospace Ground Equipment	3H0X1	Historian	9A200	Awaiting Discharge/Separation/Retirement for Reasons Within Their Control
2A6X3	Aircrew Egress Systems	Services		9A300	Awaiting Discharge/Separation/Retirement for Reasons Beyond Their Control
2A6X4	Aircraft Fuel Systems	3M0X1	Services	9C000	CMSP of the Air Force
2A6X5	Aircraft Hydraulic Systems	Public Affairs		9D000	Dormitory Manager
2A6X6	Aircraft Electrical and Environmental Systems	3N0X1	Public Affairs	9E000	Senior Enlisted Advisor
2A7X1	Aircraft Metals Technology	3N0X2	Radio and Television Broadcasting	*9F000	*First Term Airmen Center
2A7X2	Nondestructive Inspection	3N1X1	Regional Band	9G000	*Enlisted Aide
2A7X3	Aircraft Structural Maintenance	3N2X1	Premier Band	9J000	Prisoner
2A7X4	Survival Equipment	Security Forces		9L000	Interpreter/Translator
Comm-Elec/Wire Systems Maintenance		3P0X1	Security Forces	9P000	Patient
2B0X1	Ground Radar Systems	Mission Support		9R000	Civil Air Patrol (CAP)-USAF Reserve Assistance
2B1X1	Satellite, Wideband, and Telemetry Systems	3S0X1	Personnel	9S100	Technical Applications Specialist
2B1X2	Meteorological and Navigation Systems	3S0X2	Personnel Systems Management (PSM)	9T000	*Basic Enlisted Airman
2B1X3	Ground Radio Communications	3S1X1	Military Equal Opportunity	9T100	Officer Trainee
2B1X4	Visual Imagery and Intrusion Detection Systems	3S2X1	Education and Training	9T200	Pre-Cadet Assignee
2B2X1	*Com, Network, Switching & Crypto Systems	Manpower		9U000	Ineligible for Local Utilization
2B6X2	*Communication Cable and Antenna Systems	3U0X1	Manpower	9U100	Unallotted Airman
2B6X3	Telephone Systems	Visual Information			
		3V0X1	Visual Information		
		3V0X2	Still Photographic		
		3V0X3	Visual Information Production-Documentation		

Notes: This is an UNOFFICIAL quick-reference guide. Use AFVA 36-212 for official airman AFSCs. This guide supersedes 30 April 2000. Adds new SDI 8A100, RI 9F000, AFSCs 1A6X1 and 1A7X1; changes titles for RI 9G000, 9T000, and 9U000; AFSCs 2A3X2, 2A5X3, 2E2X1, 2R1X1, and 2E6X2; and deletes SDIs 8S000 and 8S100, and AFSCs 2E2X1 and 2E3X1.

ACCEPTABLE ACRONYMS

ACC	Air Combat Command	MILCON	military construction
ACSC	Air Command & Staff College	MOA	memorandum of agreement
ADPE	automated data processing equipment	MPF	military personnel flight
AEF	Aerospace Expeditionary Force	NAF	numbered air force
AF	Air Force	NATO	North Atlantic Treaty Organization
AFB	Air Force Base	NCO	noncommissioned officer
AFI	Air Force Instruction	NCOIC	noncommissioned officer in charge
AFIT	Air Force Institute of Technology	NORAD	North American Aerospace Defense Command
AFPC	Air Force Personnel Center	NWC	National War College
AFRES	Air Force Reserve	OIC	officer in charge
AFROTC	AF reserve officer training corps	OPLAN	operation plan
AIA	Air Intelligence Agency	OPR	officer performance report/office of primary responsibility
AIB	accident investigation board	OPS	operations
ALS	Airmen Leadership School	OPSEC	operations security
ANG	Air National Guard	OPTEMPO	operating tempo
AOC	air operations center	ORE	operational readiness evaluation
AOR	area of responsibility	ORI	operational readiness inspection
ARC	air reserve components	OSI	Office of Special Investigation
ATO	air tasking order	PACAF	Pacific Air Forces
AWC	Air War College	PACOM	Pacific Command
BTZ	Below the Zone	PCS	permanent change of station
CC	commander	PDS	personnel data system
CCAF	Community College of the Air Force	PERSTEMPO	personnel tempo
CCS	Commander Support Staff	PFW	performance feedback worksheet
CDC	career development course	PME	professional military education
CINC	commander in chief	RAF	Royal Air Force (UK)
CIV	civilian	ROE	rules of engagement
COMACC	Commander, Air Combat Command	ROK	Republic of Korea
COMSEC	communications security	SAV	staff assistance visit
CONOPS	concept of operations	SECAF	Secretary of the Air Force
CONPLAN	operation plan in concept format	SecDef	Secretary of Defense
CONUS	continental United States	SJA	Staff Judge Advocate
CSAF	Chief of Staff, US Air Force	SKT	specialty knowledge test
CY	calendar year	SIPRNET	SECRET Internet Protocol Router Network
DoD	Department of Defense	SNCO	senior noncommissioned officer
DRU	Direct Reporting Unit	SOFA	status-of-forces agreement
EAD	Extended Active Duty	SOS	Squadron Officer School
EOT	equal opportunity and treatment	SPCM	Special court-martial
EPR	enlisted performance report	SQ	squadron
EUCOM	European command	SRI	senior rater indorsement
FOA	Field Operating Agency	SSB	Special Selection Board
FOIA	Freedom of Information Act	SSS	Senior Service School
FY	fiscal year	SWA	Southwest Asia
GP	Group	TDY	temporary duty
HQ	Headquarters	TIG	time in grade
HHQ	Higher Headquarters	TIS	time in service
IAW	in accordance with	UCMJ	Uniformed Code of Military Justice
IG	inspector general	UN	United Nations
IMA	individual mobilization augmentee	US	United States
IO	investigating officer	USAF	United States Air Force
ISS	intermediate service school	USAFE	United States Air Forces in Europe
JA	judge advocate	USFK	United States Forces Korea
JAG	judge advocate general	USJFCOM	United States Joint Forces Command
JCS	Joint Chiefs of Staff	USN	United States Navy
JTF	joint task force	WG	wing
LAN	local area network	WMP	Weight Management Program
LOAC	law of armed conflict	WAPS	Weighted Airman Promotion System
MAJCOM	major command		
MEDEVAC	medical evacuation		

RECURRING SUSPENSES

Below is a list of recurring suspenses due to the 70 IW/CCEA from the 373 IG, 543 IG and 694 IG:

- 1) Alpha Rosters (CCEA will pull the roster for the 694 IG) - due the first duty day of each month
- 2) Monthly personnel status worksheets – due the first Friday of each month, and briefed 3rd Wed of each month.
- 3) All inputs for the weekly Wing staff meeting – due by end of day the Monday prior to the staff meeting (any late inputs will not be updated until the following week)

70 IW Command Section Correspondence Process



